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Vegetable Dry Colors
Vegetable Paste Colors
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The Priceless Ingredient

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The **ATLAS LABEL** on a package of food color or flavor is your guarantee of satisfaction. It represents the technical knowledge of skilled chemists—the perfection that comes only through long experience—the resources of a national organization—and the **PRIDE** of its manufacturers in establishing and maintaining the World's standard of quality.


H. KOHNSTAMM & CO., Inc.

First Producers of Certified Food Colors

NEW YORK
 83-93 Park Place

CHICAGO
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ESTABLISHED 1851



EDITORIAL



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Agents and Executives**

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The Candy Consumer Speaks



Jimmie Walker Allured

A MILLION DOLLARS worth of happiness! for only sixty cents! or perhaps a dollar sixty—yes, this measure of happiness has been purchased for less than that expended for good pure candy as a token of love and esteem, candy—a vehicle for “the expression of the noblest sentiments exchanged between children of the earth.” This tribute to the product of our industry made by a consumer (pages 34b-34c) should be an inspiration to every candy man from the cookers to the credit desk.

Mr. Radford in his brief to the manufacturers of candy, a boiled down practical philosophy, voices the sentiments and viewpoint of the public—particularly the discriminating class—toward the confectionery industry. Mr. Radford, his wife, their little four year old girl and the other 109,999,997 candy consumers of United States want more protection regarding the confectionery they buy than is provided by the pure food laws and the ordinances of the Health Departments of our cities.

They want, above all things, the kind of pro-

tection which has its beginning and end in the sanitary conscience and sanitary consciousness of the executives who control the policies and practices in the manufacturing plants of this industry. They have more confidence in our manufactured products when they know the economic health of the industry is good. In other words, the public *want* us as an industry to make money, enough to place every reasonable safeguard around the purity and wholesomeness of the candy we offer for sale especially in view of the fact that candy is purchased by the kiddies as soon as they are big enough to toddle to the stores.

The editor of this publication has a little boy—two and a half years—who is just at that age; he has the “gimmes,” but his daddie knows too much about the candy industry to let him buy any piece of candy that happens to catch his eye (what we know is apt to hurt us more than what we don’t know).

As far as little Jimmie’s personal purchases are concerned he is going to be taught to give preference to the candies made by manufacturers who we know employ sound merchandising methods, as evidenced by their balance sheets, and who have earned our confidence that their goods are made of pure materials by clean processes and by healthy workers. We hope before Jimmie is able to count his own change that more far-sighted manufacturers will give the public tangible evidence of the maintenance of these proper standards of purity.

We think that some candy manufacturers could save themselves a million dollars worth of troubles—more or less—if they would take the candy consumers into their confidence and conferences when deciding on policies affecting the quality of their products.

The Big Drive Ahead

A vision of the biggest and most constructive work ahead of the confectionery industry was outlined in clear perspective at the forty-third annual convention of the N. C. A. last month. This objective is to lay aside competitive rivalries while all work together to build morale for the whole industry and a larger and more stabilized market for confectionery.

The vision clarified is a vision of work meant to establish the National setting into which candy salesmen can step to get a larger volume of profitable orders without the cut-throat, high

pressure selling on questionable margins which have characterized the past epoch.

It recognizes the fact that the consumer is, in the end, the market maker. Candy must deliver confidence with it born of a true understanding of the product. The popular trend of mind in respect to confectionery can and should be more favorable. Furthermore there is some house-cleaning *within* our own industry which will be done when the "kick" of the campaign is felt and the enthusiasm of it backfires on the individuals who have *invested* in the cooperative plan.

This means, of course, a campaign of education and information about candy—how its made and what its made of and what it stands for as a vehicle of sentiment—"literally putting sweetness into lives," as Mr. Radford says. It means education as to the fine food values lying in the chocolate and sugars and gelatines and fruits and butters, etc., etc., and the wholesomeness of the combination—candy. The N. C. A. has, in outlining this campaign, found a common ground upon which all candy manufacturers can meet and talk to the public in a language which reflects constructively upon everyone in this industry.

Harry R. Wilson of the Fisher Brown Advertising Agency of St. Louis did not make a salesman's plea for business at the convention. He outlined a plan for safeguarding the investment which every man in this industry has in his own business. He outlined a plan that will bring the confectionery industry into step with other great industries, and move it up to its place in the great "industrial aristocracy" of American business.

Mr. Wilson had some splendid progress to report. It was that without special solicitation, the cooperative advertising and educational campaign had attracted voluntary pledges

amounting to half a million dollars which is half the total needed. It is no longer a question whether the industry will see it through. The appointment of financial chairmen of various sections is still to be made, but the morale of an accepted program is now behind the cause.

Life and Love and Candy

Take it from the well known William Shakespeare that the life of man runs through seven ages. But as a candy consuming proposition the life of man runs through only three, according to an estimate made by C. H. Woodward of Boston at the National Confectioners' convention.

"And it is strange," said Mr. Woodward, "how few are the years through which the candy manufacturer retains the patronage of his customer in each of these stages.

First there is the awkward boy, glad to eat bulk candies. He gradually emerges into the high school youth, specializing on bar goods. He buys bar goods only for a year or two, for he then becomes interested in a young lady and he begins to specialize in the fancy packages. Life moves swiftly on. He marries, and then forgets the fancy package trade. Presently the cycle of life is complete, for he starts over again with bulk goods in 10 cent units.

Spillmanisms

We are all born once but die twice—once in the spirit and the other in the body. The date on the tombstone is not necessarily the day the man dies; he may have been dead for twenty years as far as contributing anything to the enterprise by which he lives is concerned.

As long as I'm unburied, I want to live and I think a co-operative campaign of this sort tends to electrify the industry and back-fire on its leaders and fill them full of life, promise and hope.

N. C. A. Re-Elect Same Officers for 1926-7

Four New Members Executive Committee

President, V. L. PRICE, National Candy Co., St. Louis, Mo.

Vice-Pres. HORACE S. RIDLEY, New England Confectionery Co., Boston, Mass.

Vice-Pres. GEORGE H. WILLIAMSON, Williamson Candy Co., Chicago, Ill.

Secy-Treas., WALTER C. HUGHES, 111 West Washington St., Chicago, Ill.

EXECUTIVE COMMITTEE

W. J. BACON, Littlefield & Steere Co., Knoxville, Tenn.

FRANK J. BANTA, F. J. Banta & Son Co., Lima, O.

GEORGE H. BUNTON, The George Close Co., Cambridge, Mass.

OLIN DAVIS, King Candy Co., Fort Worth, Tex.

W. C. DICKMEYER, Heit-Miller-Lau Co., Fort Wayne, Ind.

A. M. KELLY, Wallace & Co., Brooklyn, N. Y.

H. C. PARIS, The Paris Factory, Minneapolis, Minn.

FRANK B. PUTT, Brandle & Smith Co., Philadelphia, Pa.

E. B. HUTCHINS, The Bonita Co., Fond du Lac, Wis.

FRED M. KELLER, Mueller-Keller Candy Co., St. Joseph, Mo.

T. FRANK WILLIAMS, Shupe-Williams Candy Co., Ogden, Utah.

W. ALLEN STACY, O. T. Stacy Co., Rochester, New York.



Speaking as the Representative of 110,000,000 Candy Consumers

A message to manufacturing confectioners giving the viewpoint of the public toward the confectionery industry —what protection is expected from the manufacturers and why the price cutter is no friend of the consumer

by C. A. Radford

Publicity Manager, The Big Four Railroads

THE CLEVELAND, CINCINNATI, CHICAGO & ST. LOUIS RAILWAY CO., THE CINCINNATI NORTHERN RAILROAD CO.

EDITOR'S NOTE: We recently asked Mr. Radford to reconstruct his talk as a representative of the consumers of candy, made at the Cincinnati Sales Conference two years ago, in view of the coming Cooperative Advertising and Educational Campaign. There is a gem of thought in every paragraph. Considering that the consumer is the market maker, this talk should help manufacturers to reconstruct their code of ethics, if need be, to harmonize with trend of public mind.



FIRST of all I should like to state that I know nothing at all about the candy business. Probably that is why I was invited to make this talk. If an outsider's viewpoint is desired I certainly can qualify as an outsider. I am afraid, however, that my other qualifications are few.

It is my understanding that in this sales conference you propose to work along the lines of raising the standards of your business methods and improving the economic health of your industry.

If this be true, I have a very real interest in the success of your efforts. For the moment I represent the consumer of your product. You have an obligation to me that I want to remind you of.

You have doubtless thought of prosperity in your industry as a desirable goal from your standpoint. I want to remind you that prosperity in your industry is an obligation that you owe to me.

I have a four-year-old girl. Of course she likes candy and we want her to have candy. I entrust the health of my child to you when I buy your wares for her to eat. I know about the pure food laws, but I want better protection than that.

If candy made of impure ingredients and under unsanitary conditions finds its way into her mouth it is no comfort to me that some one can be prosecuted for it. We have abundant proof that laws on the statute book do not always prevent abuses.

I, as a representative of the consumer, want the protection that can come only through a healthy state of prosperity in your industry. I want the temptation to cut corners removed. It is the fellow who is drifting toward bankruptcy who is tempted to use the wormy nuts, mouldy chocolate and "seconds" in other materials that should be thrown away.

Put your economic house in order, if it is not already in order, and I will trust your ethics. Weed out the price cutters and sharp shooters who injure the whole industry. We are willing to pay a fair profit for pure candy. The fellow who is depressing the price at the expense of the stability of the business is not a friend of the consumer.

For the raising of the standards of your business let me suggest that a fundamental is pride of craft. Any one of you who is unable to be proud to be a candy man ought to get out of the business.

I can think of many things that should make you proud of your occupation. You are dealers in delight. You are an essential element in the happiness of little children. You literally bring sweetness into lives.

There is much of sentiment in your business. More than any other commodity, with the possible exception of flowers, your wares are bought not to satisfy the appetite of the buyer but to express a tender sentiment as a gift to another.

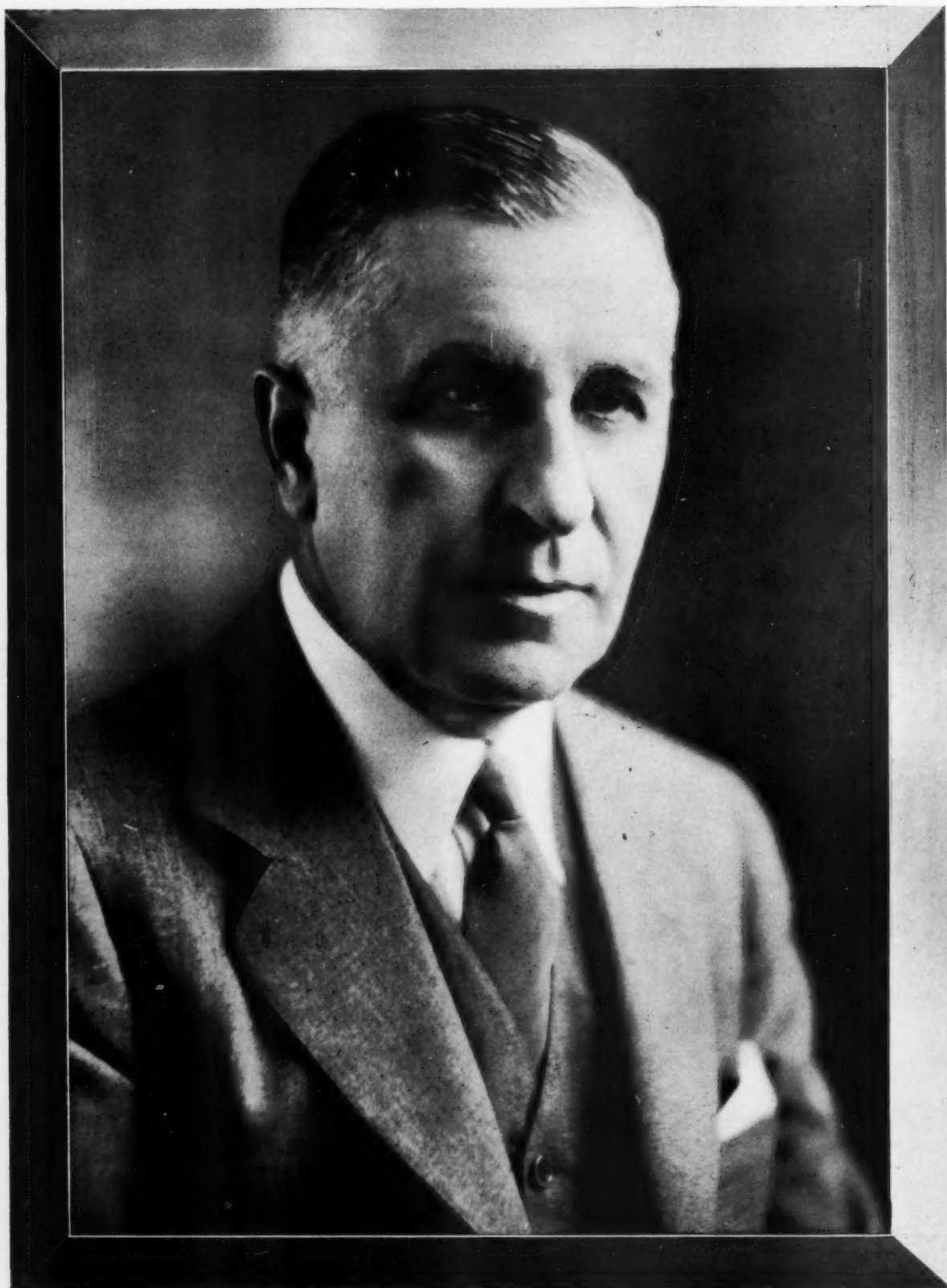
I have a wife who likes candy and I can still buy a million dollars worth of appreciation with sixty cents worth of candy when I remember to do so. The trouble is, like most husbands, I do not remember often enough.

The business man who sees nothing but profit in his business is robbing himself of the joy of his work. Be sure you have a profit, both for your sake and mine, but remember that the big objective is the health and happiness of everybody who likes candy.

Your job is a worthy one and I wish you unbounded success.



"You are dealers in delight—you are an essential element in the happiness of little children. Remember that the big objective is the health and happiness of everybody who likes candy."—Radford.



V. L. PRICE

Re-elected, President National Confectioners' Association

V. L. Price Outlines Plans for Greater N. C. A. in His President's Address

THIS is the Forty-third Annual Convention of your association and 42 years ago the first convention of this association was held in Chicago, at which there were 66 members present. Including the first convention and this convention, Chicago has entertained our convention seven times in these 42 years.

There are some of you here today who were present at that first convention and as you look back upon it and compare it with this convention, you can, more than anyone else, appreciate the growth of our industry and its allied trades during these 42 years. That growth has brought many new faces into our midst, old and familiar faces have passed in the great beyond, some have retired to private life. I myself can look back upon many conventions, in fact, 30 of them, and I often ask, "How did these earlier conventions differ from present conventions except in numbers?" Trouble of some kind seems to be the common influence that brings men together, and this evidences the fact that all of us who are here have our troubles, some more than others, of course, and that we are here to see what we can do to make our troubles less.

It has been my habit for years to, at the end of each year, sum up the problems of the year, and it is most interesting to look back over the years within my own personal experience and see how certain troubles repeat themselves.

Human Nature Still the Big Problem.

During these years many great inventions and discoveries have taken place. Things are being done that if predicted possible at the time of our first convention 42 years ago, would have stamped the man who made such a prediction a fit subject for an insane asylum. But with all these great achievements of science, we find that human nature still remains the same and the really big problem we have to deal with.

I say this because human nature has such a tremendous influence upon human thought. It is the guiding spirit of action in most cases and being selfish and weak creates actions that have very serious individual and general effects, and unless we can regulate or better this human nature that is in each of us, we shall go on meeting and hoping, but accomplishing little.

It is true that some for awhile can go their way independently and individually, but it is more true that we all have common interests and common problems that we can solve only

by common action, or in other words, by cooperation.

We have placed upon us certain legal restrictions as to our cooperative activities which must be observed, but there is left to us perfectly lawful ways by which we may work together for our common and individual good.

In preparing the program for this convention, we have assumed that you have come here not only because it is the customary thing to do nor because it gives you an opportunity to meet old friends and make new ones, but also because you hope to get from this convention something that you can take home with you and use in your own business, to its betterment.

We believe that every session will contain much of interest to you. All the subjects that will be taken up are ones of vital present interest and upon which we need our thoughts clarified and made practical. We have no speeches of a general nature; each speaker who will address you will hew to the line of his subject.

It is earnestly hoped above all things that there will be free discussions upon these subjects, because many things of benefit will come from these discussions and from the expression of views of those present and from questions asked that will make more clear the points at issue.

We all have our views as to the conditions we would like to have existing within our business, but we are all more or less at sea as to how to bring those conditions about, and it is hoped at this convention that some way to that end may be found.

Greater Association Accomplishments.

It is my belief that this association could and should function along more practical lines. That it should have a closer relationship to local associations and deal more specifically with trade problems and trade practices. Sometimes the most vital need of a local organization is help from without and this association should supply that help. It is not enough that this or that officer should sum up conditions or give his opinions of them or declare they are bad and ought to be remedied. What we all want is remedies, not diagnoses.

For your association to provide these remedies it needs two things—Money and Men. Money enough to employ men qualified for the jobs to be done. Such men are obtainable if the money is available.

It wouldn't require much greater income than

we now have and the small amount each of us would be called upon to pay would be immaterial compared with the benefits that could be accomplished.

No association can grow and progress nor in fact hold its own unless it renders to its members a service justifying the cost of its maintenance, but the money must come first before the other things can be done.

At present your association is looking after state and national legislation and advising as to pure food laws and rules and regulations for their enforcement, and is in addition rendering a very valuable trade mark service. These are all necessary and important functions of a national association, but should not be the limit of its service, for there are many other things which we could and should do for our members and our industry. The executive committee can determine the nature of these services, but we must pay someone to carry them out and if the services are to be practical and constructive such persons must be fully qualified to do the work assigned to them.

Other national associations are extending the field of their operation, gathering important statistics, doing educational and trade extension work, finding remedies for bad trade practices and using arbitration in many effective way.

The response to the Cooperative Advertising and Educational Plan evidences how deep our industry will go into its pocket to support constructive work and to get the necessary money to support such work seems to me to be wholly a question of satisfying our members as to the work to be done and that we can get the talent to do it with.

When serious problems enter our industry and either become general or are in danger of becoming general, there should be at our disposal some method and some means by which these things can be corrected. Our industry is too closely related to be sectionalized to the extent that each section shall go it alone inde-

pendent of other sections. We have common interests and problems which we can only solve in common.

These things cannot be done in a minute, but they can be done with reasonable promptness, and I recommend most earnestly to the incoming executive committee that they consider most seriously and promptly the extension of the association's activities along these lines.

Your present executive committee has prepared and presented to your committee on resolutions for presentation to this convention some definite ideas toward this end.

We feel that the active interest of members should be increased because contact with our work broadens the general appreciation of what is being done by your association.

And there are many problems that require concentrated thought by members best qualified to deal with these problems.

We should as an association deal with such questions as credit, traffic and returned goods.

We should develop the use of arbitration.

We should find some corrective measure for the use of gambling devices, draws, picks, etc.

We should solve the practical question of maintenance of resale price by jobber to retailer.

And we should be alert to attack promptly and effectively all bad trade practices. To go on and grow we must be militant in all these issues affecting the welfare of our industry.

But, I repeat, your executive committee and officers are busy men, having their own businesses to look after, and they can do nothing save create ways and means and counsel those who are employed to do the active work of your association.

Association activities have changed. Our needs of service are greater and because our problems are more complex, we should follow in the footsteps of other organizations and broaden our activities, and I commend this to your incoming executive committee and officers.



Resolutions

Unanimously Adopted at the Forty-third Annual Convention, National Confectioners' Association, at the Hotel Sherman, Chicago, May 28, 1926

The purpose of these recommendations is to guide the incoming Executive Committee and officers of the association in their efforts for the association.

Arbitration

Your Executive Committee and officers prepared and submitted to the members an arbitration system, and so far as the association is concerned, it has not been made use of by the members. The reason for this does not seem to lie in the system, but in the apparent lack of opportunity for practical uses of the system and lack of understanding of its uses and advantages. The President corresponded with leading members of the industry in all sections of the United States with the purpose of ascertaining why the arbitration system had not been used and to further secure suggestions as to its use, and replies were received from all but two that there apparently was so little interest in arbitration and so much doubt as to its practical value that they did not consider it possible to use arbitration except in a few isolated cases.

Your Executive Committee, after careful consideration of the subject and feeling that arbitration can yet be used by our members to their advantage, recommends:

That the Confectionery Arbitration System be continued that it may be in effect for such use as may be made of it and that copies of same be again sent to all active and associate members of the association with a letter from the Secretary suggesting ways and means by which it may be practically used, and that an earnest effort be made to promote the use of arbitration by our members.

Your Executive Committee further recommends:

That the President appoint an Arbitration Committee and shall designate its chairman. Said committee shall consider ways and means by which arbitration may be made more general use of by our industry, and shall report their findings to the Executive Committee for its further consideration and action.

And that such expenses, incident to the work of said committee, as shall be authorized by the Executive Committee, shall be paid by the association.

Gambling Devices, Draws, Picks, Etc.

An effort has been made by your Secretary to correct these practices within the industry under authority of the following resolution passed at your last annual convention:

Resolved, That it shall be the duty of members of this association to report to the Secretary any gambling devices or questionable sales methods in use by members of the association or others in connection with the sale of candy, and that the Secretary shall investigate said reports and gather all facts and evidence pertaining thereto and where necessary shall

consult competent counsel as to the legality of said devices or methods and if it is found that same are contrary to law, that the Secretary, with the approval of the President, shall notify the party using said devices or methods as to the findings and legal status in respect to same, and shall request the said party to discontinue their use, and if said party desires he may submit the question at issue to arbitration, appointed under the arbitration plan of the association, and if said arbitration shall decide against said party and if said party after receipt of said decision shall continue the use and sale of the devices and methods in question, the Secretary shall enter complaint with the Federal Trade Commission against said party and shall submit to the Federal Trade Commission all findings and evidence in his possession.

Be it Further Resolved, That it shall be the duty of members to in like manner report to the Secretary any other acts of members or others in the industry which may be considered contrary to law or unfair competition and that like procedure shall be taken in respect all said reports.

The inability to secure prosecutions under the law or police enforcement of these practices has made it impossible to accomplish much in connection with same.

Your association cannot prosecute these cases and is powerless to do anything without the assistance of the authorities.

Your Executive Committee recommends, however:

That the efforts of the Secretary in line with the above resolution be continued and that a copy of the resolution with a letter from the Secretary explaining its purpose be again sent to all active members of the association.

Credit Information

The credit situation within the industry is a serious problem, involving losses through unwise credit extensions and lack of proper knowledge as to individual credit responsibilities.

Also many within the industry of irresponsible credit standing have been brought into competition with others of high credit standing, causing an oversupply of manufacturing and distributing outlets and a very serious competitive situation. This is caused by ignorant and unwise credit policies.

The interchange of credit information over the entire United States is a very complicated problem, but there should be some means by which the situation could be materially improved and the importance of the question seems to justify at least investigation and consideration, with the object in view of definitely determining whether or not anything can be done to improve it.

Your Executive Committee therefore recommends:

That the President appoint a Credit Committee and shall designate its chairman. Said committee shall

consider ways and means of rendering a practical credit service to the members and shall report their findings to the Executive Committee for its further consideration and action.

And that such expenses incident to the work of said committee as shall be authorized by the Executive Committee shall be paid by the association.

Traffic

There is no more important question related to our common interest than that of traffic, and our association by some means should render a traffic service to its members.

In questions of freight rates and classifications there has almost always been a difference of interest which has made it impossible, at times, for the association to render service in these matters because of inability to act in the interest of one group without being in opposition to the interests of another group, but there are traffic problems of common interest to us all and much constructive work can be done along traffic lines if a thoroughly thought-out plan of action is created.

There should be a means of cooperation with sectional Traffic Bureaus of the industry and by educational work with our members interest in the importance of traffic problems can be largely increased and through same action can be promoted that will be of material benefit to us all.

Your Executive Committee therefore recommends:

That the President appoint a Traffic Committee and shall designate its chairman—said committee shall consider ways and means by which the association may render to its members a practical traffic service and may cooperate with sectional Traffic Bureaus of the industry, and that said committee shall report its findings to the Executive Committee for its further consideration and action.

And that such expenses incident to the work of said committee as shall be authorized by the Executive Committee shall be paid by the association.

Maintenance of Resale Price

The maintenance by the manufacturer of the resale price of the jobber to the retailer can be legally carried out, and if it can be practically carried out it will relieve our industry of a very serious and disastrous competitive situation amongst jobbers.

This is not only of interest to jobbers, but also of great interest to manufacturers in respect to the credit responsibility of their jobbing customers. The jobber cannot live and pay his bills if he does not make a fair margin of profit in his business.

The basis upon which a resale price can be fixed is the basis which represents a fair margin of profit to the jobber. This naturally will vary in different sections.

The enforcement of the resale price is a practical as well as a legal problem and ways and means must be devised for its practical enforcement.

There are also apt to arise ethical questions in relation to jobbers' demands, which questions might properly be referred to arbitration.

The whole question is one of importance and interest to the industry at large, but in its present state is practically unsolved, and therefore requires the serious and intelligent consideration of this association.

Your Executive Committee toward this end therefore recommends:

That the President appoint a Resale Price Committee and shall designate its chairman. Said committee shall consider ways and means by which the control of the resale price by the jobber to the retailer can be practically and legally enforced.

Said committee shall report its findings to the Executive Committee for its further consideration and action.

Expenses incident to the work of this committee, when authorized by the Executive Committee, to be paid by this association.

Returned Goods

The returned goods problem has grown until it is not only a source of great loss to our members, but also a serious ethical question, and both of these demand our careful consideration to determine if there is not some method by which the evil may be lessened.

The individual manufacturer is always ready to take his full responsibility for his own mistakes and negligences, and rightfully should do so, but the individual should not be made the victim of abuses for which he is no wise responsible.

It is difficult, for competitive reasons, for the individual to demand his rights in abuses of this kind and only by intelligent and general cooperation can the abuse of returned goods be lessened.

Your Executive Committee therefore recommends:

That the President appoint a Committee on Returned Goods and shall designate its chairman, and that it shall be the duty of this committee to devise ways and means by which the returned goods abuses may be lessened.

And that the findings of this committee shall be reported to the Executive Committee for its further consideration and action.

Expenses of this committee, when authorized by the Executive Committee, to be paid by this association.

Remarks

By the appointment of the special committees herein recommended the work of the association will be divided and the special committees will be made up of men especially qualified for the work assigned to them.

Their work will collaborate that of the Executive Committee and their findings will be subject to review and action of the Executive Committee.

This method should greatly improve and expedite the work of the Executive Committee and officers of the association.

We need wider active interest of our members

and to take advantage of the best talent in our industry in finding a solution to its problems.

Amendments to Constitutions and By-Laws **B. B. Page Wins Golf Tournament**

The Executive Committee recommends the following amendments to the constitution and by-laws of the association.

The reasons for these amendments are as follows:

To make the number of members of the Executive Committee such as to permit of representation on the Executive Committee of all important sections of the United States.

To place in the hands of representatives of each of these sections, the right to nominate the person of their choice, to represent them on the Executive Committee.

To give to the Executive Committee so chosen, the power to nominate the officers of the association. It being felt that because of the active interest of the Executive Committee in the affairs of the association, that they are best qualified to determine upon those who are best fitted to serve the association as officers.

AMENDMENT TO CONSTITUTION

That Article V Executive Committee be amended so as to change the number of members of the Executive Committee from a minimum of twelve (12) to a maximum of eighteen (18).

AMENDMENT TO BY-LAWS

That Article VIII, Section 1, relating to Nominating Committee, be entirely stricken out and that numbers of other sections of this Article

be changed from (2) to (1), (3) to (2), etc.

That there be added to the By-Laws the following to be known as Article XV, Sections (1) and (2).

ARTICLE XV—NOMINATIONS **EXECUTIVE COMMITTEE**

Sec. (1) At least sixty (60) days previous to each regular Annual Meeting of the Association the President shall appoint a Nominating Committee from the Active Members of the Association, said appointments to be approved by the Executive Committee.

Said Committee shall be divided into separate divisions, and said divisions shall be representative of the various sections of the United States wherein the Association has Active Members.

The Section of the United States, which each division shall represent shall, from time to time, be fixed by the Executive Committee.

The President shall appoint for each of said divisions three (3) to five (5) Active Members who shall nominate for their respective divisions one Active Member from the section covered by their division, for election to membership in the Executive Committee.

The President in appointing the members of the Nominating Committee representing each division, shall designate one of said appointees as the person to call a meeting of the other appointees of the division, for the purpose of making above said nominations.

The Nominations so made shall be reported by each division to the Secretary of the Association, previous to each regular Annual Meeting of the Association.

The Secretary of the Association shall report the nominations of each of said divisions, so reporting, to the regular Annual Meeting of the Association, for election.

In case any division fails to make the nomination hereinabove provided, the Executive Committee may fill any vacancies in said nominations and, through the Secretary of the Association, report such nominations, to the each regular Annual Meeting, for election.

OFFICERS

Section (2) All nominations for Officers of the Association shall be made by the Executive Committee and reported, through the Secretary of the Association, to the regular Annual Meeting of the Association for election.



Among those present at the N. C. A. Golf Tournament at Garfield Park, Chicago, May 24, 1926

K. B. Page Wins Golf Tournament

The following players were the winners at the Golf Tournament on Monday, May 24th:

- 1st Prize—K. B. Page, set golf clubs.
- 2nd Prize—R. F. Zeddies, golf bag.
- 3rd Prize—J. A. Martin, golf coat.
- 4th Prize—F. A. Bunte, 1 dozen golf balls.
- 5th Prize—P. Semrad, golf club.
- 6th Prize—F. T. Bedford, four golf balls.

The following players were tied for 7th place and each were given 3 golf balls:

- H. B. Duane.
- D. C. Babcock.
- E. R. Holmes.
- J. H. Forsman.

The following players won the Booby prize:

- Jumbo golf club, Otto G. Beich.
- Jumbo golf club, H. C. Martin.



Selling the Average Candy Consumer and Why the Cooperative Campaign Is Needed

An inspiring address of vital interest to sales executives

by Harry C. Spillman

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MR. SPILLMAN: Mr. President, Ladies and Gentlemen of the Association: I find myself today occupying the usual chronological place on the program which is always more or less of a hazardous position to occupy at this hour of the day. Some time ago a public speaker I know very well was down towards the close of the program. In fact, he thought he was the last speaker, and the previous speakers had not been as interesting as the speakers we have had today, and quite a bit of the audience trickled out before this man got up to talk. When he got on his feet there was only one man left to hear what he had to say. The speaker, turning to this single remaining auditor, said, "Old man, I want to thank you from the very bottom of my heart for remaining to hear what I have to say."

"Don't thank me. I am the next speaker."

I asked your Secretary the other day why I got on this program, and I said, "Hughes, frankly, I'd like to know why you have honored me with this invitation and why you are so fond of my speeches."

He said, "Spillman, I will be frank with you. I select your speeches for the same reason I buy Premo cigars. They are cheap and sometimes I get a good one."

A Business Proposition.

I KNOW a very good school teacher in New York, who recognized that interest was lagging in the class, so she said "I am going to offer a prize today here in the history class, a prize of \$5 to whoever can answer a very important question I want to ask. I want to know who is the greatest personality in the history of the world?"

The English boy said, "I get the \$5. My answer is Gladstone."

The teacher said, "You miss it." The Irish boy said "Parnell," and he missed it. The Italian boy said Christopher Columbus, and he missed out. She thought she had exhausted all the Nationalities, but she overlooked Isadore Cohen. He said,

"Teacher, I want to answer that question. I need the \$5."

So she said, "Isadore, who according to your lights is the greatest personality in the history of the world?"

Isadore said, "Teacher, it was Jesus Christ."

"You are right and I am surprised that you are the only boy in this large class that can answer such an interesting and such a vital question. Come around tomorrow, Isadore, and I will give you the \$5."

Isadore went the next day to collect the \$5, and the teacher said, "I don't mind giving you the money, but really I think you owe an explanation. You are a little Jewish boy, are you not?"

"Yes, teacher, I am Hebrew and very proud of my nationality."

"You have a right to be, but really, I don't understand why you say Jesus Christ is the greatest personality. Here is the \$5, Isadore. Is there any explanation?"

Isadore looked up at the teacher and down at the \$5 and said, "You know, Teacher, down deep in my heart I knew it was Moses but, Teacher, this was a business proposition. (Laughter.)"

NOW, that brings me to say that I am here today to talk about a business proposition. I have come today not to entertain you.

I have come here to talk about the greatest business proposition in the world. I have come to talk about the proposition of cooperation—cooperation. That is a big business. You men here are assembled, you have come, some of you, a long ways. What are you doing here? *You have come here to do collectively that bigger and better and finer thing which no one of you can do alone.* I don't mean to say there is, as a great President once said, sur-

rendered rights or narrowed freedom of initiative, but I do mean there ought to be an admirable mergence of mind by you men on these things common to your enterprise. That is the meaning of your collective bargaining, and one of these great legitimate common problems is advertising, and advertising from my standpoint is telling the larger number of people in the most effective manner that what you wish them to know about that which you wish them to buy. Advertising as a profession is young, but advertising as a great moral and economic force is as old as the universe.

The first electric sign that swung across the skylight of the firmament was put there in answer to the Divine injunction, "Let there be light," and there was light, and the light was good, and the light will be good for your industry if you turn it on. That is the meaning of this great plan. So you see the idea of advertising is not new. It is very, very old. It has the divine sanction about it, in a way. There is something even sacred to the suggestion.

Bruce Barton says that if there had been newspapers in the time of Jesus Christ that all reporters would have followed him everywhere, because he spoke as a man having authority.

The Greatest Salesman in the World.

You know, gentlemen, I want to say to you reverently, the Bible is not only a book of inspiration, but it is the record of the greatest salesman and the greatest publicity experts that ever

lived. If you ask me today to tell you, out of all my reading and experience, the one man who made the most artful approach, the most scientific appeal and the most convincing argument of all the salesmen I have ever read about, regardless of his merchandise or the territory covered, I'd have to cite you to the Apostle Paul. He is the greatest salesman in the history of the world. He went down into Athens when Athens had 28 different kinds of religions and sold another kind. That was a major selling proposition. Paul was not only a great salesman. He was the first great direct advertiser that the world ever knew, the greatest correspondent and letter writer of all times. He had a direct follow-up system working on the Thessalonians and Hebrews and Corinthians and his letters were full of pep and full of power. If you ask me today what to read to get the hackneyed, stereotyped phrases out of your correspondence, I'd cite you to the Apostle Paul. You never find him saying, "I beg to acknowledge receipt of your esteemed favor." (Laughter.) He was too good a salesman and ad man, and notwithstanding the fact that advertising begins with the Apostle Paul, notwithstanding he was one of the greatest salesmen of all times, I know some business men in New York who are so ignorant of the Bible they think the epistles were the wives of the apostles. (Laughter.)

Historical Background of Cooperative Advertising.

I merely want to get at the historical background of the thing you call advertising. Cooperative advertising is a new slant to an enterprise that had its beginning in the Garden of Eden. It is something very, very old. Mr. Wilson has told you more admirably than I can expect to tell the history of half a hundred enterprises, industries like your own, that you have been enabled by cooperative advertising and by working together to increase the consumption of certain products from 33 1/3% to 300%. I don't need to emphasize that phase of it. You had a very enlightening and very inspiring discourse here on the technique of this enterprise.

It remains rather for me to talk about one word in that great combination of cooperative advertising. I am going to talk about the personality in the first word, cooperation in advertising. The Apostle Paul was not only a great salesman and advertiser, but he understood the value of the

art of cooperation also. He admonished the head very plaintively about the physiology, and he said to the hand "Say not to the foot 'I have no need for thee' nor to the eye to the ear 'I have no need of thee' for you are all members of one body."

So it is today, gentlemen, in this industry, you make this particular class of confection, you make this, you live in one locality, this man lives in another, but after all you are all members of one great industry, and I repeat that you have come here to do collectively that bigger and better and finer thing that no man of you can do alone.

I suppose you know that the energy of a single living horse is much greater than the energy of a single mechanical horsepower, but the combined energy of fifty horse-power is very much greater than the combined energy of fifty team of horses. Why? The mechanical horsepower tends to cooperate and coordinate and multiply themselves by geometric ratio but fifty horses teamed together get in one another's way.

I wonder what would have happened to industry if you had not worked at cross purposes in the past? I wonder if this advertising campaign is not the open road to bring you back into the great common path of peace, power and plenty.

Transform Trend of Mind About Candy.

I want to mention three things I think this campaign will do and ought to do for your industry. It should transform the trend of popular mind with reference to your industry. It should transform the trend of popular thought. You know the greatest state in the Union is not New York where I live. It is not Illinois where you may live. It is not Arizona, California, nor any state bounded by river or mountain or lake, but the greatest state in America is the state of mind. We have all of us to deal very stubbornly with the state of mind. According to Rand McNally the Great American Desert is somewhere out West of the Rocky Mountains, but do you know where it really is? It is under the hat of the average man and woman. (Laughter.) That is where the fallow ground is. It is under the hat of your possible customer, the Great American Desert. (Laughter.) So we have to deal very stubbornly with this fact that people don't like to think. People in America, if they were constructive in their thinking, you would

not have to have advertising campaigns. You have to have them because the people don't like to think. We have very few constructive thinkers in the world.

Correct the Thinking of 120,000,000 People.

The trouble with your industry today, there are 120,000,000 people thinking and saying things about your industry that are not so. This campaign is to correct that. That is the purpose of it. Not what may be the cause of the trouble; the idea is what is the remedy?

Gladstone said just before he died that after fifty years of contact with the leisure academically educated classes of England, he had found them to be wrong on every vital problem presented in his time. He did not say the uneducated, the unlettered working class. He said the idle and academic educated classes of England could not think straight in his lifetime about a great many issues. It is true in America. Ninety-five percent of the straight thinking in this country is done by 5% of the people, the constructive thinking is done by a de luxe edition of men and women. So we have to take that into consideration when we think about the expansion of our business. All the people that can't think straight have not been segregated in asylums. If they had we would not have such a large audience here and there would be no last speaker. (Laughter.)

The natural thing is to be sloppy-minded. It is the easiest thing to do. You don't like to think straight. It is not a question of how big a brain you have or how much education. It is a question of the use of the brain you have. That is the meaning of this campaign to plow up the mind, the popular thought of the world, with reference to a great industry. The people are thinking sloppy-minded about it, and you want them to think truthfully about it.

I heard of a man going through an asylum not long ago who saw a fellow fishing in a bed of lilies, and he thought he belonged in the institution. He had a bent pin on the end of a string and was fishing in the flower bed. So he said, "Well, Simon, how many have you caught today?"

Simon said, "You are the ninth one, sir." (Laughter.)

I wonder how many of you men read a list of source-minded men drawn up here a few weeks ago by Dr. Elliott of Harvard, ten men who in all the history of the world have

been able to think straightest about the big problems of life. He gave a list of ten men who from the beginning of history had made the largest contribution because of their ability to use their own mind. I got that list hurriedly. I wanted to see how many of my neighbors in New York were on it. In New York I live on the fringe of Columbia and nearly every man is a Ph. D. or an LL. D. and I had a right to expect to see some of their names on there. I looked the list over and they were not there. Then I said, "There must be some from the University of Chicago or California or Heidelberg." So I looked again. The first man mentioned on that list had finished his work and passed on 300 years before Jesus Christ was born, and out of the other nine men listed eight were dead over 200 years ago. It is not popular today to think straight at all. That is what contributes to the high cost of living. People have not the determination to think. As Elbert Hubbard said, "The average man would rather go out and lie down and die than to use his own mind." He doesn't like to do it.

A \$100,000 Personality and Why?

I stood across the lobby of a great hotel in Philadelphia the other day and I saw one of the outstanding minds of America, a man who is so important that when he speaks the stock market in New York rises or falls out of respect to his prophecy. I wanted to see if I had anything in common with him. I did, several things. We weighed about the same, within about a half pound of each other. We had the same pigmentation of face, the same convexity of face. If we had been photographed by an x-ray photograph machine you could not have told that man from the speaker. That man had made the cash value of his personality worth \$100,000 a year. Mine—well, it is different. (Laughter.) I won't tell you how different. I am ashamed. It is different because here was a man without a college education—most of the source-minded men operating in America have not had the advantages of a college education—don't confuse that I am talking about education; I am talking about the use of knowledge. Knowledge is not power. The application of knowledge is power. I am talking about the man, college bred, that does not make application of his own mind, whether he thinks or not. I have just read a wonderful book, Ida Tarbell's book on the

history of steel. It is the history of one man, Judge Gary.

One time Senator Beveridge of Indiana asked George W. Perkins, of the Board of Directors of the U. S. Steel Corporation, whether it was possible for any man to earn as much as \$100,000 a year. Perkins said "Senator Beveridge, Judge Gary caused our Board of Directors to reach one decision—it was worth all the money we will ever pay in all of his lifetime, thinking straight about a vital issue of life." No telling how much money a man can earn if he thinks straight, how much money Washington earned or Jefferson or Lincoln earned. There is no telling, but the interesting fact about these men who have earned so much money is that they were all so busy earning it that they never got time to collect it. We know a lot of men in America so busy collecting their salaries they don't get time to earn them.

I am saying there is no end to the value to be put upon a constructive thought about an industry. We can't all be source-minded. The purpose of this campaign is not to make the people of the world source-minded. The purpose of this campaign is to make the people of the world open-minded and God knows if we can't be source-minded we ought to be open-minded, but we are not. I will say again, if we were you would not need this campaign. The minds of the world are not open. When a man says to you he is open-minded you better investigate. Maybe he has mistaken a vacancy for an opening. There is a difference in having an open mind and a vacant one.

"Be not conformed to this world, but be ye transformed by the renewing of your mind that you will know what is good and perfect and acceptable." There is the divine excuse for this cooperative campaign right there. I say all the progress that has been made in America, nearly all the progress that has been made by any industry, all the progress Mr. Price has made, all that you will ever make, will be largely the result of your capacity for changing your mind, and for causing other people to change theirs, not go out in the old way of inheriting your ideas. How many people today are thinking of candy? Some of the illustrations Mr. Wilson gave us showed clearly they are inherited ideas, come from the elder ages, the result of bias and prejudice and the great pastime of America is not constructive thinking. It is the readjust-

ment of prejudice, turning over the old thought in the mind.

With reference to candy, typewriters or anything else, it costs a great deal of money to plow up and open the minds of the nation and there is no way to do it except as has been told you today, by this great cooperative campaign. That is the way to open the popular mind.

What is a sale? A sale, from my standpoint, is the record of two minds that have met. And it is awfully hard to meet the average mind, because it is not going anywhere, very expensive to meet it. You would not have to put on this campaign if the average mind was up on its toes going somewhere. It is not. You have to plow it up and get ready to sow these concrete, constructive thoughts you want to replace the old foggy prejudices they have in their mind with reference to what your industry is, because the idea behind your industry and behind my industry always is and always will be bigger than the industry itself and bigger than the merchandise.

I have just been down to Florida a few weeks ago. I won't say how sorry I am that I went, but I went down, and even though the bubble may be pricked in Florida, there is a psychological thought there every candy-maker ought to apply to his industry. I visited the City of Florida that had four turnovers in bank clearings in four years, and I asked, "What have you that you did not have four years ago in natural resources?" One man said it was the same today as the day Ponce de Leon set foot on it, but, "We have had a great transformation here in the minds of the world." It is the state of mind. I went around over Florida and a man showed me some remarkable orange trees down there, and the oranges were all over the ground. I said, "Are they not any good?" He said, "Best in the world." I asked, "Are they any better than the ones in California? Why don't you sell them?"

He said, "There is only one reason why. Only 35% of the orange growers of California are banded together. Ninety-five per cent of all the oranges of the State of Florida are marketed as the result of one great advertising campaign." They tried for 150 years to sell the State of California to the world in terms of oranges and citrus fruit and the people were starving trying to sell Florida to the world in terms of citrus fruit. Somebody went out and discovered the sunshine and somebody went out and found the at-

mosphere and climate in Florida and they began to sell the idea and the people began to buy the merchandise.

I believe that is just as true in the candy business. Sometimes I think today maybe you think the idea behind your merchandise is not constructive and it has not been. That is another reason for this campaign. The idea behind this campaign has been luxury. It has been sometimes injurious luxury. You root out that destructive idea behind the merchandise and substitute through this campaign in the minds of the world the thought that candy has food value and as poor as I am, will mortgage my future to invest in your business.

The first thought is to transform with this campaign the popular mind of the world.

II. Favorable Reaction on Sales Force.

In the second place, you ought to have a tremendous, favorable reaction upon your own selling organization. The best thing I have to say to you today is when you go back to your respective cities, for God's sake take this campaign and sell it to your own people, your own selling force. They are the people to buy. I have said to the great corporation I represent, spending hundreds of thousands of dollars a year in advertising, "Why don't we get this advertising into the personality of our own salesmen?" What would it mean to your salesmen, thousands, that they may be over the world selling candy, if they were really on fire with the thought of this campaign? It is a wonderful thing to suggest that idea that they carry about in their portfolios the literature of this campaign, but it will be a finer thing if they will carry about the literature of this campaign in their heads, hearts and on the ends of their tongues. That is where they want it. You want to enjoy the tremendous advantage that comes from conversational advertising. There is the greatest publicity in the world. This campaign will be worth while and all the money you spend on it if it don't do anything but bolster up the language power of your salesmen. I thought, as I heard read the wonderful account of this subject matter on the board, would it not be wonderful if you could imbue your salesmen with the idea? Would it not be wonderful if you could lead them over the bridge with the language? The average candy salesman is a language pauper. No man is so rich as the man who has

laid hold of the opulence of the English language. Here is the best chance you will ever have to refine and add to the selling power, the verbal skill of your salesmen.

How many words do they have in their vocabulary? How many have you in yours? By the way, Shakespeare is supposed to have used 23,000 words in his lifetime. The average woman has only 800 words in her vocabulary. That is a mighty small stock, but she has a wonderful turnover. (Laughter.) Whenever you hear the human tongue going at the rate of 1200 revolutions per minute you can be very sure the brain is in neutral.

Mr. Kelly, one of your Board of Directors, gave me what inspiration I have for this meeting, and he also gave me a very fine box of his merchandise, and as I looked at the other boxes of candy and as I saw the artistry of the package, as I opened it up and viewed the very impelling character of the content of the package, I said, "What would happen to the candy industry of America if the salesmen had the verbs and adjectives to describe accurately and impellingly the merchandise that they are trying to sell?" I repeat, here is a wonderful opportunity to play upon that phase of the development of your men, that they may endeavor to talk better than they are talking at the present time.

As I go over the country I am asked about whether or not the retail merchants are going to be run out by the mail order houses. I don't know whether you are having any encroachments from that angle or not, but I never hear a merchant talking about the encroachments of the mail order house, but I don't think to what a wonderful extent that is a great compliment to the English language. I start out in Chicago to buy a pair of gloves and go into a retail store. Here is a pair for \$2.00 and there is one for \$3.50. Why should I pay \$1.50 more, and the clerk says, "They are good gloves. I have a pair myself." That is the description I get of the glove. I can go into twenty stores of that kind and I won't get a much better selling talk or description of the article than I have there, but if I go home and get Sears Roebuck's catalog and open it up, I will find a stick of dead black and white, a paragraph printed on dead paper, dead ink, dead machinery, but it is so vitalized with the English language, so impelling and dynamic that I see the article more clearly from the written page than I see it when I hold

it in my hand with a flesh and blood salesman.

I say language power in this industry reverses such a situation. You have never had such a wonderful chance to take your men in hand and cause them to spend much time in the company of these great verbal musicians who play upon the English language like Paderewski plays on the piano. There is the chance to get your money back.

III. Separate the Quick and the Dead.

In the last place, one of the great advantages coming out of this campaign ought to be the electrical reaction on the industry. You ought to be electrified. God honors the man who acts, who acts dynamically. I predict that this campaign is going to draw the line of demarcation very sharply between the quick and the dead in this industry, and it ought to. You know you can't always tell when a man dies. It is given to all of us to be born once, but we all die twice. We die once in the spirit and we die once in the body, and these two departures from life are not always made concurrently, not always. The date on the tombstone is not the day the man dies. That is just the day that society took formal note of his departure. (Laughter.) He may have been dead for twenty years so far as contributing anything to the enterprise by which he lives is concerned. Roosevelt well said, "No man can afford not to give to the organization and industry by which he lives something of his time, thought and support." Just as much as you give so shall you receive of it.

I hope when I feel I am going to withdraw, get old and gray around the temples and weak in the knees—Methuselah left a wonderful example—he lived 969 years without a bathtub, never was x-rayed or had a curved appendix—I don't know how long he would have lived if he had all those wonderful advantages—I say, as long as I am unburied, I want to be alive, and I think a cooperative campaign of this sort tends to electrify the industry and backfire on the leaders and fill them full of life, promise and hope, and extend their period of youthfulness. Life is a hereditary matter. We don't live by the ticks of the clock or the calendar. Some men crowd more into a single year than others do in a decade or a lifetime. Life is a matter of quality. It is not quantity.

Dreams vs. Visions.

Old Joel had the right idea, wandering around on the hills of Judea,

when he set up the line of demarcation, "Old men dream dreams and young men see visions." I used to wonder why he put it that way and not that old men see visions and young men dream dreams. Then I said, "After all, Joel, you are right." There is a tense to a dream and a tense to a vision. A dream is past tense. It is retroactive. It is a mind picture made with a still camera pointed over your shoulder toward the yesterdays of your life, but a vision is a forward-facing sweep of the moving picture camera set against the tomorrows of your life. There is the difference between the quick and the dead. A man dies when his mind ceases to adventure, when he can see nothing good, no opportunity to help in a great movement of this sort. So I say, you ought to reset the pattern of your expectations. You ought to expect more of yourself and your enterprise.

A man came into my office the other day and wanted to sell me life insurance. I asked him, "How do you find the life insurance business?" He pulled a paper from his pocket and said, "Do you see that?"

"What is that?"

"That is an application I wrote yesterday on one man's life for \$5,000,000."

"You don't mean to tell me one man is insured for \$5,000,000?"

He said, "Count the ciphers. They are all there."

I said, "I thought that was impossible."

"It was until yesterday. Never had been done in the history of the world until I did it yesterday. But you know, after all, Mr. Spillman, it was impossible to discover America, until October 12, 1492." Everything has been impossible once. The campaign today that looks difficult and impossible, ten years from now will be commonplace. It will be ordinary because you will reset the stakes of your expectation and move away from this difficulty, from this impossible thing to something farther in the future, even, than this dare be.

I said, "Rosen, if that piece of paper represents \$5,000,000, let me have it in my hand a moment. I have been a school teacher all my life and my contact with money has been largely academic." (Laughter.)

He said, "There is so much money represented by this one little piece of paper, so much insurance, that all the insurance companies in America were not big enough to write it, and I had to go to Europe to get it underwrit-

ten,"—and I know a lot of life insurance men starving to death in New York."

I said, "Rosen, how did you do that? I talk to a lot of selling organizations over the world, and if you will tell me how you did that, I will glorify you in the industry of America."

"I am not a genius at all. I wrote twelve men last year for \$1,000,000 or more,"—and \$500,000 is a wonderful insurance business for any man to do in twelve months. Here is a man who wrote twelve men in twelve months for twelve million or more. He told me how he did it. I am going to tell you. Here is the chance for you to get your railroad fare from wherever you came if you will apply this lesson to your industry and carry on with this advertising campaign, and you will reap a wonderful reward.

Rosen said, "Spillman, it is the simplest thing in the world. If you want to tell the salesmen of America how I wrote \$12,000,000 of insurance last year on twelve men, tell them I did it because I expected to do it." That is simple, isn't it? Of course, there is nothing new about it, but there is nothing more true under the sun.

He Made Sales Quota His Working Pattern.

Rosen said, "The difference between me and the average man, he gets his quota from his sales manager and he promptly throws it down in the wastebasket. I put mine up in my mind and it becomes my working pattern, and every day I am thinking and planning and praying in terms of writing a map for \$1,000,000."—and as a man thinketh, so in his heart and life is he.

I thought it a wonderful idea and decided to try it out on our salesmen. I wanted to see if they were selling typewriters like Rosen was selling life insurance. So I said out in California a little while ago, "Old man, did you sell all the typewriters you ought to have sold?"

He said, "I didn't sell all I expected to, but then, I didn't expect to." (Laughter.)

What side are we on today as we reset our pattern of what we want to do and talk in terms of \$1,000,000 industry? Every man, it is set for him to mark his own price tag and fix his own quota and then turn the idea into the real.

The Story of the \$5,000 Ruby.

I am going to close with this story. A man went down to Washington some time ago on a very important

mission. After he finished with his mission, he said, "I am now going about my avocation. My avocation has been for the last twenty years to match a ruby like the ruby I gave my wife when we were married. I have been in nearly every jewelry store in the world and have never been able to find a dead match for that ruby."

"Have you ever been in a ruby store on East Street?"

"No."

"You go over there. You will find a ruby store unlike any other ruby store in the world. It won't be larger. It is a very small store, after a fashion, but it will be different than any jewelry store you ever entered in your life." The man went over there and encountered the proprietor.

He said, "Sir, can you match that ruby?"

"Yes."

"I am happy to know it. I have been all over the world looking for a match to that ruby."

"I have it, sir."

"I think I want to buy it." The proprietor called forward Jones, the head of the precious stones department, and said, "Here is a man who wants to buy something in your stock. You don't have to sell him anything. Take his order. He has looked the world over for merchandise that you have." He walked back to the counter and got a tray of stones and put it up before the possible customer. Pretty soon he came to the dead match for the ruby. "Here it is." He told him the size, shade, weight and everything that a man could be told about a ruby, and then the customer said, "What is the price of that ruby?"

The salesman said, "\$5,000."

The man said, "I have quite made up my mind I won't buy it; \$5,000 is too much money," and he turned and started out of the store. He encountered the proprietor at the door. This man had overheard his failure to buy. He stepped up to the departing customer and said, "May I have the pleasure of showing you that stone?" "Oh well, I made up my mind I would not buy it."

"I never asked you to buy it. I ask you if I may have the pleasure of showing you the stone."

"Yes, we will look at it again." So they turned and walked back to the same counter, the same merchandise, the same price, the same possible customer, but a remarkable transformation inside the counter. The man reached down and got the same tray of stones, put it up before the same

possible customer. He loosened the ruby from its setting and held it up between the light and the customer and said a few affectionate words about it and the man said, "I will take it. I want to ask you something. I want to ask you why I bought that ruby from you after I refused to buy it from our head salesman."

Here is another chance to get your transportation. This happened to be a ruby, but it might have been a carload of your merchandise. The principle is universal.

Knowledge Plus Love and "Pride of Craft"—the Irresistible Sales Force.

This man said, "After all, don't get a bad idea about this fellow. He is a pretty good salesman as ruby salesmen go, I pay him \$10,000 a year and I'd like to pay him \$20,000, and I could if I could just take something out of myself and put it in him. That is the old problem of multiplying yourself through your men. I have only one advantage over that man, just one, only one. He told you all about the merchandise, all the facts I told you. I have one advantage. That salesman whom I pay \$10,000 knows the merchandise. I not only know the merchandise but I love it, everything in the store. Thank God I have found something to sell that I love to sell."

Whenever you find a man who has

found something to sell that he loves to sell, you have found a man who is going to find a lot of other men who love to buy what he loves to sell. "When I turned and walked back to that counter with you, I did not get any sales resistance at all. We approached the stone from the same angle, and we bought the ruby together."

That is the way to buy rubies. That is the way to sell them. That is the way to sell candy, confections, everything in the world, is for the buyer and seller to occupy the same spiritual footing and admiration and love for the thing he is trying to merchandise.

I tell you, gentlemen, in this great campaign, this great thing you are trying to do, this great industry, it is a wonderful thing to know your business. But I tell you that knowledge is not enough, and never has been enough. Knowledge, plus love (or pride of craft). There is the combination that will put this campaign over, put your industry where it belongs. Knowledge without love is not enough, and love without knowledge is not enough, either, because if you have love without knowledge, you have inexactitude of thought, and you have impotence and poverty and receivership; and if you have knowledge without love, you have bickering and strife and envy and cut-throat competition.

Knowledge and love! There is the bride and bridegroom of good industry, and all the progress you have made in fifty years is the result, the offspring of the mating of knowledge with love.

I want to thank you for hearing me so patiently as you have today, and as I close, for your benefit as well as mine, I want to ask every man in this wonderful audience today, representing this wonderful industry, a very personal question. I want to ask you how weary you have grown in the battle of becoming? In other words, how old are you? And I don't ask you to show me the record in the family Bible, either, but I ask you to answer me in the language of old Joel, tell me whether that picture across the sky-line of your life is a dream or a vision. Is it a fading picture of the battlefield of surrender or is it a battlefield of gold in the East rising eternal on a battlefield that knows no surrender or surcease? Let every man gathered here say, "Others may do as they will, but as for me, I will give one unit of support and manpower to this industry and campaign, to the end that we may tell a larger number of people in a more effective manner that which we wish them to know about that giving to this great industry, this great enterprise, the right of place among the food industries of the world."

I thank you. (Prolonged applause, as all stand.)



The world's greatest taffy pull, so called, was held at Tacoma, Wash., May 6, closing Boys' Week, when a crew of candy pullers secured by the Oriole Candy Company of Tacoma pulled great strings of taffy for the kids. The affair, under the direction of high school boys, was presented in Tacoma Stadium, seating some 45,000 people. The kids had all the taffey they wanted.

What Is a Fair Profit for the Jobber?

A close-up on the acute situation confronting the reputable, legitimate jobber of confectionery and an appeal for closer cooperation with and recognition of the responsible jobbing trade which is rendering a constructive and profitable distributing service for the manufacturer

Address delivered before the N. C. A. Convention at Chicago, May 27, 1926

by A. S. Wynn

President, Southern Wholesale Confectioners Association and head of the Knox Candy Co. of Birmingham, Alabama

AT FIRST glance one might think this question could and should be answered with just a few figures. In fact, it can and must be answered with just a few figures. But before the mathematical solution is given, we must first be brought to a realization that a problem really exists and we must be convinced that a solution is necessary. There was a day and time when we thought things just happened and that certain conditions just naturally existed. But such is not the case today. We have learned that back of every effort there is a cause and that back of every condition there are certain economic factors that have caused present conditions. So if we are to solve this question today we must first examine the economic conditions which have brought about our present problems.

However, before we discuss facts concerning the price problem I wish to first congratulate you on the great progress you have made during the last few years in the development of your industry. Your optimism, your courage and your faith in your line of business should challenge the admiration of those engaged in the operation of much larger industries than ours. You have constructed great plants, installed modern equipment and have perfected your product to a high quality. You are giving to the world today the greatest value in confectionery that has ever been known. You are playing the game in a big way. You have shown great faith in your fellowman and have gone far and wide in the distribution of your product. You have devised many means to create a demand for your product and to increase its consumption. You have raised the industry so far as volume is concerned into a class which places it among the larger industries of the world. You are now launching a tremendous advertising campaign with the view of continuing this great increase in volume and consumption.

I believe the care with which you have outlined your program in this convention indicates that you are giving more constructive thought to the candy business today than at any time in its history.

Your invitation to me to appear before you as a representative of the jobbers to lay before you figures showing the necessary percentage of profit the jobber must make prompts me to believe that you are willing to go 100 per cent in order to arrive at a solution that will place the candy business on a higher plane and establish marketing methods that will make the industry a safe and sane business in which the manufacturer, jobber and retailer may invest their capital and feel reasonably sure of operating a successful business. And I consider it a privilege to place the jobbers' problems before you and suggest to you how the manufacturer may adjust his methods so as to establish a resale price for the jobber and allow him the necessary discount without loss to the manufacturer. In doing so I have endeavored to take the facts as they now are and without prejudice, ill-feeling or resentment, state them to you plainly and with a view to their future betterment.

Heed the Jobbers' Warnings

Right here I wish to say that jobbers, as a rule, have always been quick to detect unwholesome schemes in the industry and to foresee the result of some of your methods and practices. Time and time again they have sent out danger signals to you individually and collectively, warning you of results that would certainly come if certain practices continued. Notably among these was the warning the jobbers gave you in regard to penny pick gambling schemes, believing them to be unwholesome and that they would ruin the penny goods market. Some manufacturers were quick to see the logic of our reasoning; others continued to manufacture them simply because some one ordered them,

with the result of the penny goods market being ruined in the South.

So I am pleading with you for your own interest as well as the interest of the jobber that you heed the jobbers' signals and give serious consideration to the many problems the jobber has to contend with today and to give him the relief I am going to ask you for.

No doubt most of you are more or less familiar with these present day jobbing conditions throughout the country and it would seem to me to be a most regrettable and serious fact that, although you have perfected your product and have been able to produce it in a most economical and sanitary way, yet many of you have remained indifferent to its sale and resale. It would seem that the vast majority of you have failed to give the same careful consideration to the distribution of your product as you have to its manufacture.

A Close-up of Jobbing Conditions

For the benefit of those of you who are not familiar with the varied and destructive methods and channels through which your goods are being distributed and the prices at which some of them are being jobbed and which threatens the very life of your product, I will state briefly a few of these conditions which, if continued much longer, I am of the opinion you will be unable to secure many reputable and reliable distributors.

At the present time any one with stationery can secure all the goods he wants without capital. Many who are not in any line of business, but who have a double garage and an automobile, can order five or ten cases of one of your best selling items and with that item alone go out and distribute it at whatever price he sees fit. I wish some of you before me today had a photograph of some of the establishments to which your goods are being shipped. Wholesalers in the hay and corn business, meat or banana business, or any other kind of wholesale business, for that matter, can specialize on one or two popular bars and give a certain number of boxes of these bars to the retailer at cost or even below cost along with his other line not allied with the candy business in order to boost the sale of their other goods.

You may think this increases your distribution, but such is not the case, because your goods are already being sold to these same retailers by your legitimate jobbers and you have only decreased the sale of your goods through those who have prepared to handle them and are entitled to their sale. Besides you are overlooking the good-will of the real jobber which should be one of your greatest assets. You are inviting him to buy competitive pieces and push them, notwithstanding that he continues to handle yours through expediency.

Select Jobbers on This Basis:

It is not my intention to ask you to discriminate against any jobber, however small, nor to discriminate against any allied lines that maintain a candy department so long as this small jobber or these allied wholesalers carry an assortment of candy and depend upon their candy department to carry its own overhead and who distribute their goods at such prices as not to demoralize the industry in their district. A correction of these methods of distribution will be absolutely necessary before it will be possible for the jobber to make a fair profit, even though we tell you what that profit ought to be.

The manufacturer should first decide whether he is going to sell candy through legitimate candy channels or whether he is going to have it handled by any one in any other line of business than the confectionery or allied line of businesses.

It is true most of you have endeavored to select jobbers as the medium between yourselves and the retailer, but in many instances you have been exceedingly careless in your selection and your error has had much to do with the present conditions of our industry. And I believe that the first step of guaranteeing the jobbers the necessary profit will be to place the safeguard of a resale price on your product and prohibit it being made a football of by being featured as a leader by wholesale merchants in all other lines of business. And should the jobber fail to comply with your policy of resale, then exercise your legal privilege and discontinue shipping him.

So when you ask me what is a fair profit for the jobber, I must answer from the standpoint of a real jobber as we understand him in the South. However, I believe whatever is necessary for the Southern jobber will take care of any one handling candy throughout the country. For it matters not where they are or whether their business be large or small, equalizing their volume and overhead will be about the same.

The Legitimate Type of Jobber

When I speak of the Southern jobber I am referring to that type of jobber who either owns or has leased a storeroom in which to carry on his business, who has equipped it with the necessary fixtures including shelving and office outfit, who has employed a bookkeeper, stenographer, shipping clerk, store help and chauffeur, and has bought trucks and automobiles, who has employed salesmen to go into every nook and corner in the surrounding territory and display samples of your goods and solicit orders for them, who has placed in the bank to his credit or has made arrangements with his bank for funds whereby he can discount his bills and meet his payroll, who has filled his store-

room with a well-selected stock of goods purchased from your different factories.

I am giving you this description of the real Southern jobber in order that you may get clear in your mind something of his investment and overhead.

At this point I want to also make clear to you that the jobber cannot offset the percentage of his overhead through an increase in volume. Should he be located in a good candy center he can only expect to get his share of the trade, for where there is much business there are many jobbers. Hence in a sense he is limited on volume. In other words, he must depend upon a *good gross profit and not volume* if he is to meet his overhead and have anything left.

Now, then, what is a fair profit for the jobber? I will overlook those jobbers who are selling their goods at extremely low prices and refer only to those jobbers who have endeavored to get better prices and see what results they have had. Many of these, despite unfair competition, have been marketing their goods at 85 cents for penny goods and bar goods carrying a retail value of \$1.20. These goods have been costing them, with few exceptions, 68 to 70 cents put into their store room, and notwithstanding that business conditions during 1925 were better than the average year, yet but few jobbers selling at 85 cents made any money. Most of them lost money. A few of the most successful ones made from 1 to 3 per cent net on their gross sales and this was done without setting aside any interest on their investment. This you can readily see is not sufficient. Figure this on a unit of \$100,000 gross sales and you can see that to lose money or break even, or as a few have done, to make only \$1,000 to \$3,000 on this volume of business when business conditions are good, is deplorable.

Suggest Resale of 90 Cents; Trade Discount 28 Per Cent, and Cash Discount 5 Per Cent

So I am suggesting to you that you establish a 90-cent resale price and enforce it insofar as you can legally do so, and then give the jobber at your present flat price, or at such discount as your present cost permits, approximately 28 per cent trade discount and 5 per cent cash discount in ten days. This will bring your price to the jobber to about the net price you are now charging for your goods f.o.b. factory. Should the present price of some of your goods be much less than others, then allow a greater discount to the jobber. Out of this discount the jobber must pay about 10 per cent of his cost for freight, which will bring the price to 66 or 70 cents, the same he is now paying.

Some of you may say I have figured too high and entirely from the jobbers' standpoint. But if you will analyze my suggestion you will see

I am not asking you to reduce your price to the jobber. But I am asking you to establish a resale price higher than many jobbers are now getting, which is the *key to the whole situation* and which should be of such inducement as to attract the better class of men who have capital to go into the candy jobbing business.

Some of you are now billing at 80 cents less a discount. In doing so you are establishing an 80-cent resale price in the mind of the jobber. You no doubt feel that you are impressing the jobber with the idea that you are selling to him for less than other manufacturers are charging for their goods, but with the small discount you are allowing the jobber, your goods are costing him as much as the average. Anything that has the least tendency or indication toward an 80-cent price is destructive to our whole scheme and should be looked upon with disfavor.

Why Free Goods Are Demoralizing

For your consideration I wish to suggest a few things which the manufacturer can do that will give you more profit, make your credit risk safer and eliminate certain costly evils that have crept into the candy business. These suggestions are also of vital interest to the jobber.

You can increase your profit by eliminating one of the greatest evils that has ever come into the candy business, that of giving free goods and premiums of one kind or another. Giving free goods to the jobber has grown to such an extent that it is costing the manufacturer a great deal of extra money and is demoralizing the general sales end of both the manufacturers' and jobbers' business. The manufacturer must furnish these free goods and bear their original cost, while the jobber usually pays the freight and bears the cost of distribution on which neither the jobber nor the manufacturer make anything. Not only is a loss sustained in this way, but it is demoralizing to the jobber's salesman and to the retailer. They are both being trained to expect some special offer each week wherein some deal is to be used which, of course, is done at the loss of sales on the jobber's general line which he already has on his shelves. It is even having a demoralizing effect on the jobber himself. Many are already asking the manufacturer's salesman what kind of a deal he has to offer and it is making it difficult for the salesmen representing manufacturers who are selling their goods on their merits and without these special inducements.

So I am giving you another danger signal and am asking you to discontinue this system of free goods and sell your products to the jobber at a straight price according to their commercial value and thereby get an even distribution on your entire stock instead of featuring some par-

ticular item by giving free goods. The elimination of this evil will reduce your cost and add to your profit.

Any scheme injected into the selling end of any line of industry that cannot permanently and successfully be adopted by the industry as a whole is unwholesome, and while it may temporarily stimulate the sale of the article, yet unless it can be made permanent and practical to the industry as a whole its after effects may be like a stimulant taken into the human body, at first it gives a kick, but later produces a jag effect.

The Logic of a 5 Per Cent Discount

I am also going to stress the suggestion which I have already made, that is, that you price or discount to the jobber so as to apply 5 per cent as a cash discount in ten days. I am doing this for three reasons; first, to eliminate many of those who are dissipating the resale price and distribution of your goods because they have no investment at stake; and second, to improve your credit conditions; and third, to give the jobber an incentive to put more capital into his business.

At first glance it would seem that credits with the manufacturer would be a problem entirely one of his own. But the manufacturer's credits affect the jobber who discounts his bills to the extent that the manufacturer in supplying goods to other jobbers who are not able to take care of their accounts is doing nothing less than financing a competitor who is not only a great risk but may be a demoralizer through his marketing of the manufacturer's products, which works a hardship and a loss on the better jobber.

It will not cost the manufacturer any more to divide his discount in this way and neither will it be giving the jobber who is now discounting any greater profit. But it will be giving a great incentive to the jobber who does not now discount to make arrangements with his banker or some one else to get the money with which to discount. Should the jobber not be able to make arrangements to take advantage of this discount at home, he certainly should not expect the manufacturer at a distance to finance him. And should he not be able to take advantage of 5 per cent cash discount and pay his bills promptly in ten days, certainly the manufacturer would consider him too great a risk to ship.

You may say you cannot afford to lose so many customers, but I am sure for every bad jobber who drops out of the candy jobbing business a good one will be induced to come in when you can guarantee him sufficient profit.

Five per cent cash discount in ten days would automatically place all your customers on a cash basis and increase your turnover and lessen your losses, all of which means more profit to you. The jobber who is already discounting his bills or who can arrange to discount his bills 5 per cent will not have to compete with those jobbers who are being financed by the manufacturer and whom the manufacturer has to carry 30, 60 or 90 days, or even an indefinite time. Two per cent in ten days is sufficient inducement to a great many jobbers to pay their bills promptly, but it has not proven of sufficient inducement to others to arrange for funds with which to discount. It is easier and cheaper for them to have the manufacturer finance them.

So I am asking you to establish a resale price of 90 cents per box on your bar and penny goods and either bill at a flat price or with such discount as will net you your present price. The same method can be applied to bulk goods.

I also want to say that while the jobbers have always realized their dependence on you for merchandise, they are now asking you to realize that whatever is disastrous to them must later result in loss to you. That is why I have gone into the details of these conditions and that is why I am pleading with you today to give these many suggestions serious consideration, for I believe that when you have adopted them you will have done much toward giving the jobbers the relief they must have and that you will have done more to place the candy industry on a safer, sounder and more profitable basis than it has ever been before.

It is not my intention to ask you to discriminate against any jobber, however small, nor to discriminate against any allied lines that maintain a candy department so long as this small jobber or these allied wholesalers carry an assortment of candy and depend upon their candy department to carry its own overhead and who distribute their goods at such prices as not to demoralize the industry in their district. A correction of these methods of distribution will be absolutely necessary before it will be possible for the jobber to make a fair profit, even though we tell you what that profit ought to be.

Any scheme injected into the selling end of any line of industry that cannot permanently and successfully be adopted by the industry as a whole is unwholesome, and while it may temporarily stimulate the sale of the article, yet unless it can be made permanent and practical to the industry as a whole its after effects may be like a stimulant taken into the human body, at first it gives a kick, but later produces a jag effect.

Legal Status of Resale Price Control

Address delivered at N. C. A. Convention, Chicago

by Colin C. H. Fyffe

General Counsel, Illinois Manufacturers' Association

I notice in the communication which came to me from your Secretary that the subject was spoken of as "Control of Jobbers' Resale Prices." It is really immaterial whether the control is exercised by the manufacturer over the jobber or over the retail seller. The law is as applicable to one as it is to the other. The manufacturer can control legally the resale prices of the jobber to precisely the same extent that he is entitled to control the resale price of the ultimate seller, the man who sells to the final consumer.

I cannot get down to a discussion of the legal status of this important question without making some general remarks on the conflicting principles which are involved. Every law which regulates human actions, whether in matters of trade, or any part of our activities, is a compromise between at least two conflicting principles. This is true in the question of the law which seeks to limit the manufacturer's control over the resale prices of his product.

On the one side in this, as in all questions, you have to look at the right of the individual, in this instance, the right of the manufacturer. On the other side is the right of the community to limit practices that are considered harmful to its well-being.

In our case, the manufacturer has to begin with an unlimited right to control the price of the resale of his product, unless the higher right of the community in general intervenes. If it does, then the originally unlimited right of the dealer has to suffer the necessary limitations.

The right of the individual manufacturer finds its protection in the provisions of the federal constitution, which defend our right to make such use of our property and to make such contracts as may seem good to the individual, subject to the general good. But where does the right of the individual cease and the right of the community which I have spoken of as the general good begin?

There is no doubt that the individual has a perfect right to do certain things. There is no doubt that the

good of the community can stop the individual from doing other things in the same line. Applying this to our particular case, there is no doubt but that the manufacturer has a clear right to refuse to sell to any jobber or dealer for his own reasons, good or bad. The reason for refusing to sell any particular person as a customer may be purely arbitrary. It may arise from personal dislike, or it may arise from a knowledge that the particular customer is a price-cutter.

On the other hand, the community at large, as represented by the state or by the interpretations placed by the courts upon the meaning of fair trading, or more particularly upon the meaning of the phrase "unreasonable restraint of trade," as the term is used in the Sherman Act, has a clear justification in condemning a contract between a manufacturer and his selling customers to uphold a certain scale of prices. This is the beginning of the whole subject. You may pick and choose your customers as you will, but you cannot make a contract to enforce any particular resale price.

Now, it will be seen that these are the clear positions out on the edge on either side. The trouble here, as in any question of law, comes where the two clearly defined rights opposed to each other begin to blend. Between two such opposing rights, as are the rights of the community on the one side, and the rights of the individual on the other, there is a zone not clearly defined and that is where the difficulty always arises.

There is also another difficulty in all these questions which affect trade and commerce. Public opinion is always in these questions in more or less of a state of flux. There are times when the individual right seems to be far away; then there are times of revulsion of popular feeling, when the right of the individual and the preservation of his rights as guaranteed by the constitution, is the thing that is most in public thought. In matters of this sort there always seem to be a swinging of the popular pendulum. This is curiously and strikingly ex-

hibited in the matter of restraint of trade.

Thirty or so years ago the development of big business (as exemplified, perhaps, in the case of the Standard Oil Company's business more than in any other) started a great popular apprehension. This popular apprehension became a near panic. It got to be the current belief that big business meant bad business; that combinations of industry were necessarily of great harm to the community. In the midst of this agitation in the early 90's, the Sherman Act was passed, and then arose a general attack on business wealth. It was just as if a tribe of dwellers in tents, tenders of flocks or herds, were suddenly put into a big, modern city and naturally tried to bring into their new life the application of the simple rules that apply only to the desert.

We tried thirty years ago and twenty years ago to gauge and control modern business by the rules which might have succeeded in an earlier generation, but were totally inapplicable to present times. The control failed. The law of the legislature was fighting against the far more powerful laws inherent in trade itself. Then there broke loose the outcry that was dinned into our ears a little more than twenty years ago. Great phrases were coined. We heard about the "malefactors of great wealth." We heard the upheavals of the so-called (in Illinois) "Party for Social Justice." The whole thing took a particularly exaggerated form, principally because, wrong as it might be, it was marching behind a superb leadership. Then, as must happen in all such cases, the pendulum having described its arc, and having gone to the utmost limits of attacks on corporations, upon combinations, and upon all exercise of free and open trade, the reaction set in and the pendulum came swinging back.

The first great thing that helped the return to sanity was the decision of Mr. Chief Justice White, in the Standard Oil case, in the Supreme Court of the United States. The question involved was the meaning of those three words which are the important words

in the present subject. Those three words are "restrain of trade." The question in the Standard Oil case was, what is the meaning and the limitation of the phrase, "restrain of trade," when applied to combinations of corporations, having more or less an indicated policy of monopoly.

Chief Justice White found that the Standard Oil was guilty in that particular case. That took him about two pages. Then he gave forty or more pages to a lengthy discussion to show that, whether or not the particular defendant was guilty, nevertheless, the true interpretation of the statute was to be by what he called "the light of the rule of reason." "Not every restraint of trade was bad," he said. If every restraint of trade were bad, you could not make a contract on any subject, for every commercial contract is, so far as it goes, a restraint of trade. "A" cannot make a contract with "B" to decorate his house, without restraining or limiting his own power to contract for the same purpose. And the same is true with "B" who contracts to decorate the house. Therefore, the court said, the only restraints of trade that are bad and should be stopped by law and which come within the true interpretation of the phrase as used in the Sherman Act, are *unreasonable* restraints of trade.

Now comes the rub. What is an *unreasonable* restraint of trade? That is just what we are up against in the present case of the manufacturer's control of the resale prices to be charged by his own customers in their selling to the public at large.

I cannot explain the present status of the law unless I give a short account of three or four of the most important decided cases. Two of these cases mark the points about which there is no doubt. There is no doubt under the law that the manufacturer may not enter into a *contract* with one or more purchasers that the purchasers observe a price in the resale of the products sold by the manufacturer. That is the case of the Dr. Miles Medical Company v. Park & Company. That case was decided by the Supreme Court of the United States in April, 1911. It held that a court of equity would not enforce a contract between a manufacturer and his purchasers to keep a fixed price for the sale of the article and not cut that price. Today that is undoubted law. Whether it is good law in the sense of a righteous law, a law that ought to stand and be upheld, is another ques-

tion. But it is the law of the federal courts today in the interpretation of the Sherman Act. It would take an amendment to the Sherman Act to change it.

The next important decision was the decision in the Colgate case. That decision was rendered by the Supreme Court of the United States in June, 1919. It held, without disturbing the Dr. Miles case, that the manufacturer has a right to sell or not to sell to whom he chooses. It was the statement of the law from the standpoint of the protection of the right of the individual, just as the Dr. Miles case was a statement of the law, that is, of the meaning of the phrase "restraint of trade," from the standpoint of the general welfare of the community. Those two cases mark the two points farthest away from each other; and they are fixed points. They are both today expressions of the law as it stands in the federal courts. You may not make a contract to restrict the resale prices to a particular figure; but you may refuse to sell for any reason you choose, to any customer. Between these two farthest away points is the zone of trouble, the twilight zone where it is difficult not only to say what is the law, but to say what the law should be.

To these cases comes another case which is today the most important of all the cases bearing upon the law. This is the Beech Nut case in the 257th U. S. Supreme Court reports. It is in the twilight zone. Let me describe the facts of that case. The Beech Nut Company sold its goods with reference to their resale prices under what it called the "Beech Nut Policy."

There were several points about this so-called policy. The policy, of course, was devised with reference to the decisions of the court, to the Dr. Miles case and the Colgate case in particular. The Beech Nut Company gave out publicly that its products, drugs, candies, groceries, tobacco and other commodities, were to be sold by its customers in accordance with a certain price list, and that any purchaser, jobber or retailer, who cut beneath the price list in making sales, would get no more Beech Nut products. Then the "policy," so called, also encouraged the purchasers in good standing of the Beech Nut products to report upon any other purchasers who were price-cutters, and this was to a great extent carried out. The Beech Nut Company also sought information as to price-cutters in other

ways. Its own salesmen were required to report the name of any price-cutter among the company's customers. Further to carry out the same plan, marks were used by which the goods sold to any customer might be identified. In this way an inquiry might be made successful to ascertain who were and who were not cutting prices.

Then on top of all this the Beech Nut Company kept records in which were entered the names of undesirable customers, those who were price-cutters, and against these were placed the initials "D. N. S." (do not sell). The company followed up this policy by an arrangement by which it took back to its fold as regenerated customers those who, having been price-cutters, gave *assurances* that they would desist from the practice and be good in the future and observe the Beech Nut policy.

Now the question arose, were these things good or bad? You must remember that you have two rules to guide you, the rule of the Dr. Miles case that a contract was not enforceable to limit the resale prices coming from that, and the doctrine that the Federal Trade Commission could rightfully issue an order to cease and desist against the operation of any such contract, even when it was not sought to be enforced. On the other hand, you have to apply to the Beech Nut policy the doctrine of the Colgate case that a manufacturer has the right to pick and chose his own customers; that he may refuse rightly, so far as the law goes, to deal with any jobber or retailer, as he may choose.

I want to take up these two rules and apply them to the different parts of the Beech Nut policy.

In the first place it may be agreed as a matter of law (however, in my opinion, not as a matter of real justice) that the co-operation of the dealers with the company in bringing to the company names of price-cutters is contrary to the spirit of the doctrine of the Dr. Miles case. There may be no express arrangement, but if there is a tacit arrangement between the company and its customers to inform against price-cutters, that is a combination which is equivalent in the view of the law to an express contract. This may not always stand to be the law, but I believe it to be the law today. So we can go to the extent of saying today that resale prices may not be upheld either by an express contract or its equivalent in a combination between the company and its customers.

But the Beech Nut Company went far beyond this. It held that every one of the methods that I have enumerated was bad. It held that you cannot make a practice of having your own salesmen report the names of price-cutters, so that you can refuse to sell them. It held that the keeping of records of undesirable customers, that is, price-cutters, was illegal. It held that the identification of articles sold, so as to follow them up and ascertain whether they had been affected by price cutting, was bad.

The decision is (with all due respect to the greatest court in the world) a very badly wrought out decision. It is confused, and at the best difficult to understand. I would not say that if it were not the pronouncement of the very latest decision which came out this month in the Court of Appeals of the Sixth Circuit, in what we may call the Toledo case. I will speak of that again.

I believe that in all these points in the Beech Nut case, with the exception of that covered by the voluntary combining of dealers to report on price-cutters, the decision is plainly erroneous. In this we have the agreement of the three able dissenting judges, namely, Justices Holmes, McReynolds and Brandeis. I heartily join with the dissenting justices. It is very easy of argument. You start out with the assumption that you may refuse to sell to whoever you please. Very well. Is it not plain that that right carries with it the right to ascertain by any fair or normal means who are the persons to whom, for any reason whatever, you may not desire to sell? You may go and ask the suspected price-cutter if he is cutting prices. If he says he is, you have an undoubted right to refuse to sell him. Why can you not then get reports from your salesmen? What you can do yourself, you have a right to do through others in your employment. It seems to be absurd that a manufacturer is, under this decision, not permitted to protect himself against price cutting through the work of his own people. There is no contract in that. There is no combination in that. To combine means not the workings of your own employes with you, but a system which embraces different independent people. The same is true of the method which, in the Beech Nut case, the majority opinion thought the worst of all, that is, the method of identifying goods so as to follow them up and find out whether they were sold at a reduced price.

I cannot for the life of me see the slightest harm in this practice. If you may refuse to sell, you have a right by identification of your goods to learn who is price cutting. I cannot see any ground for action of the court in this particular. It gives you in the Colgate case the right to refuse to sell. It expressly upholds the Colgate case in this Beech Nut case, and in the same decision goes dead against it by holding that, although you have a right to refuse to sell to price-cutters, you may not try to find out who the price-cutters are.

If I had been speaking last month on this subject, I would have said that whether I agreed with it or not, that is the law, namely, that you not only may not contract to uphold resale prices; you may not only not combine even voluntarily for the same purpose, but more than that, you must not, pursuant to your acknowledged right to refuse to sell to whoever you choose, seek to learn who the guilty purchasers are. A new case, however, came out, published on the 13th of this month, by the Circuit Court of Appeals of the Sixth Circuit. This is the case of the Toledo Pipe Threading Machine Company v. Federal Trade Commission, in the 11th volume of the second series of the Federal Reporter, page 337.

In the Toledo case the court expressly admits the uncertain condition of the law and that a final conclusion has not been reached. It says:

"It may be that ultimately either the principle that price maintenance is an evil and may not be accomplished in any manner, or the principle that such a system may be established and enforced in any non-oppressive way, will clearly prevail."

This is clearly a cry of despair. All that the court really does is indirectly to criticize the Beech Nut case and to declare that the law has not reached its final conclusion and that we may look forward to further decision, influenced, no doubt, by public opinion, which will carry the law over to one definite side or the other, either to declare that price cutting may not be guarded against in any way whatever, even by a refusal to sell, or, that price cutting may be prevented by any means which are not in themselves manifestly oppressive or unfair or dishonorable.

In the Toledo case the matter of the means of obtaining the information did not come up. I cannot help but feel that the Court of Appeals threw some doubt upon that part of

the Beech Nut case. That which the Toledo case undoubtedly did hold was to affirm the action of the Federal Trade Commission insofar as it held it to be unfair for the manufacturer to require assurance from dealers that they would not cut prices, whether applied to stocks already purchased or to possible future orders.

According to this decision you may not say to an applicant for your goods, a would-be purchaser, "We will only sell you these goods on condition that you promise us (whether that promise is a good promise or a bad promise) not to cut prices." Of course, that promise is not an enforceable contract under the Dr. Miles case. But the Toledo case goes further and says that such a promise or statement or assurance, whatever you choose to call it, you must not make. You must cease and desist from any such practice.

I find it difficult to agree with this part of the decision, because, if you have a right to refuse to sell, it seems to me you have a right to place what condition you please upon that refusal; you can say you will not sell unless you tell me that you will abide by my price list, whether the promise is enforceable or not. It seems to me that is a fair corollary from the Colgate doctrine that you can refuse to sell to whoever you please. On the other hand the Toledo case held distinctly different from the Beech Nut case in this, that a voluntary co-operation among dealers with the manufacturer to inform against price-cutters, was not illegal, and in that particular the order to cease and desist of the Federal Trade Commission was vacated. In other words, according to this case, you may seek the assistance and aid of dealers who purchase from you in preventing other purchasers from price cutting. If co-operation is wrong, as it has been declared to be wrong in the Beech Nut case, then this surely is co-operation. If the matter goes up on appeal from this decision in the Toledo case to the Supreme Court of the United States, my own best guess is that the court will hold that such deliberate co-operation between manufacturer and dealer is contrary to the Beech Nut case and cannot be sustained except by overruling that decision.

The law then, in its present status, without knowing in advance the result of an appeal in the Toledo case, stands thus:

The manufacturer may refuse to sell to whoever he may choose, but that refusal may not be based (1)

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upon a contract with one or more purchasers; (2) nor may it be based upon information derived from investigations and reports of the manufacturer's own salesmen; (3) nor may it be based upon a system of identifying marks upon goods sold, so as to catch the price-cutters.

On the other hand, if the Toledo case be affirmed, you may get the information by your own salesmen, from your own dealers, and act upon that in refusing to sell to the price-cutters.

I am sorry to give you such a lame and impotent conclusion, but I think

I have stated the law as it is now, correctly. I consider it a hopeless mess for the moment. The Court of Appeals in the Toledo case avowed its failure to understand the law as laid down by the decisions of the Supreme Court of the United States, and all I can do is to follow its wise leadership in coming to the same conclusion.

One last word: If I were asked to give my advice to a client, a manufacturer who was interested in maintaining resale prices, I would advise him that in the present state of the law with the conflicting decisions before me, I would advise him that he would

be justified in insisting on the maintenance of a resale price by refusing to sell to jobbers who were found to be price-cutters. But he must not make a combination outside of his own organization for this purpose. I believe he has the right to ascertain what is going on in the way of resale prices through the research of his own salesmen, but not through the co-operation of persons with whom he deals but who are outside his organization, and I likewise think that in time the courts will declare that the use of identifying marks to trace the goods is a perfectly fair thing to do.

Kibbe Brothers of Springfield Acquire Control of Handy Chocolate Co.

The plant and real estate of the Handy Chocolate Company has been purchased by the Kibbe Bros. Company of Springfield and is to be continued by the Handy Chocolate Company, reorganized under the new control, with E. G. Scudder as president and leaders of the Kibbe Bros. company in the new directors' board will continue the manufacture of the Handy line of coatings, chocolate bar specialties and cocoa.

Paper filed in the Registry of Deeds shows that \$200,000 is involved in the real estate transferred.

The property consists of 15 acres of land fronting on Berkshire avenue for a distance of 1,800 feet and extending back to the tracks of the main line of the Boston & Albany railroad, a four-story factory building, 180 by 65 feet in dimensions, containing 45,000 feet of floor space and two one-story warehouses in the rear, occupying approximately the same area as the main building.

These buildings will continue to be used by the reorganized Handy Chocolate Company, and plans of Kibbe Bros. Company call for the erection of a larger factory directly to the east, for the manufacture of its own products. Further plans include the improvement of the tract by grading and landscaping, providing attractive surroundings for the establishments and also affording sites for other manufacturing enterprises which it is anticipated will locate there, subject to restrictions.

It is expected that the operations of the Handy Chocolate Company will be going ahead under strong momentum by next month.

Official Changes.

Most of the machinery in the Handy plant was made in Germany, close to \$500,000 is said to have been invested in the equipment, which is electrically driven throughout. The factory has a capacity of 50,000 pounds daily.

Under the new Handy Company organization the president will be E. G. Scudder, who has been manager of the concern since 1918. Henry S. Schenck will serve the company as secretary and treasurer. The directors, in addition to these, include R. R. Cleeland, C. C. McElwain, A. B. Sanderson and R. J. Cleeland.

The company will have a new plant superintendent in Leo Krauth, who learned his trade in Germany and for years was in the employ of Stolwerck and other large establishments in that country. Mr. Krauth is moving here from Boston.

This enterprise dates from 1914, when the Miner Chocolate Company was incorporated. The plant was built and put in operation in 1916. In 1918 control of the business passed to Herbert L. Handy, who succeeded W. H. Miner as president.

The business of Kibbe Bros. Company, which now succeeds to the control of the Handy Chocolate Company, dates from 1843.

NEW INCORPORATIONS

Federal Candy Company, 3412 Ogden avenue, Chicago, Ill. Capital, \$60,000. Incorporators: Benjamin Simonovich, David Osoff, Morris H. Lipman.

Orr Chewing Gum Company, 2805 N. Rockwell street, Chicago, Ill. Capital, \$25,000. Manufacture and deal in candy, gum, confections and food products. Incorporators: John M. Orlovskf, Elgin C. Lewis, Charles H. Seegmiller.

The Kusto Company, 2734 N. California avenue, Chicago, Ill. Capital, \$25,000. Incorporators: Cornelius Sippel, Sr., Cornelius Sippel, Jr., Edward A. Sippel.

Golden Rod Candy Company, Frankfurt, filed certificate of dissolution.

O. G. Goody Co., Kirksville, Mo. Capital, \$120,000. Five Sport Corporation, Newark, N. J. Capital, 12,000 share, no par.

Cataract Candy Corp., Niagara Falls, N. Y. Capital, \$40,000. Incorporators: C. Sratheos, P. Lambros, J. Y. Sakos.

Shapiro Candy Manufacturing Co., Manhattan. Capital increase from \$20,000 to \$75,000.

Meadow Brook Bottling Company, Inc., Westbury, N. Y. Capital, \$10,000. Incorporators: L. M. Levant, B. Meackler, New York City.

Frontier Candy Corp., Buffalo, N. Y. Capital, 150 shares preferred \$100 par value and 200 shares non par value. Incorporators: George Berkman, Charles W. Mitchell, Leo. M. Schwartz.

O-Y Chocolate Yeast Sales Co., Inc., New York City. Capital, \$250,000. Incorporators: E. G. Joseph, H. Sancier, Pearl Berlin.

Sutter French Confections, Inc., New York City. Capital, \$10,000. Incorporators: A. P. Veilliere, E. and P. Sutter.

Mary Lincoln Candy Co., Inc., Delaware, has filed certificate in New York surrendering its certificate of authority.

Christin Constantin, Inc., New York City. Capital, 120 shares \$100 par value, 100 shares common stock non par value. Incorporators: F. E. Brosnan, Clifford Chalmer, Jos. B. Kenny.

National Nougat Co., Inc., New York City. Capital, \$35,000. Incorporators: B. H. Reichart, M. Gordon, P. J. Kassler. Pinafore Candy Products, Inc., Buffalo, N. Y. Capital, \$25,000. Incorporators: J. B. Purcell, J. S. Loughran, Wm. J. A. Glancy.

Robert A. Johnston Company, Milwaukee, filed certificate to do business in New York state. Capital, \$4,500,000.

Curtiss Candy Co., Chicago, has filed certificate to do business in Oklahoma.

Who Was There

A Classified List of the Attendance at the Boston Convention of the National Confectioners' Association

Classified and Rearranged from the Official Registration List as of
Wednesday, May 26, 1926, 5 O'Clock P. M.

Manufacturing Confectioners

ARKANSAS

Crane Candy Co., Fort Smith, Davis Crane, Dorset Crane.
A. Karcher Candy Co., Little Rock, Gus Grade, A. Karcher.
Schmand Porbeck Candy Co., Little Rock, George F. Porbeck, Fred W. Walton.

CALIFORNIA

Geo. W. Leichy Candy Co., Los Angeles, Walter K. Louis.
Matzger Chocolate Co., San Francisco, M. Matzger.
Pacific Coast Candy Co., San Francisco, Frank Johnson.

CANADA

Pavey Candy Co., Edmonton, Jeffery H. Pavey.
Walter M. Lowney Co., Montreal, Edmund Littler, Wm. C. Le Petrie.
Montreal Biscuit Co., Montreal, C. Farquharson, E. N. Hart.
McCormick Mfg. Co., London, Ont., F. J. Wand.
William Neilson, Ltd., Toronto, H. M. Challenger, R. P. Smith, A. J. Lister.
C. J. Bodley, Inc., Toronto, C. J. Bodley.
W. J. Boyd Co., Winnipeg, W. J. Boyd.
Geo. Baker Confectioners, Hamilton, George Baker.
Willard Chocolates, Ltd., Toronto, James A. Gratton.

COLORADO

A. P. Bauer Confectionery Co., Denver, Z. J. Jacobs.
The Cosner Co., Denver, Joseph Shapiro.
W. C. Nevin Candy Co., Denver, L. C. Blunt.

CONNECTICUT

The Bradley Smith Co., New Haven, T. R. Blakeslee.

FLORIDA

Crown Candy Co., Atlanta, R. B. Hartzog.

GEORGIA

Bobs Candy Co., Albany, Bob McCormack.
Hollingsworth Candy Co., Augusta, Virgil Hollingsworth.
Harry L. Schlesinger, Atlanta, Jos. A. Schlesinger.
The Nunnally Company, Atlanta, A. S. Hopkins.

ILLINOIS

Fred W. Amend, Chicago, Fred W. Amend, Hugo L. Bakerkamp, Edward L. Polkow.
American Licorice Co., Chicago, F. P. Kretchmer, P. F. Schack.
Paul F. Beich Co., Chicago, Otto G. Beich.
Paul F. Beich Co., Bloomington, Paul F. Beich.
E. J. Brach & Sons, Chicago, Frank Brach, E. M. Kerwin.
Bunte Brothers, Chicago, Chas. F. Bunte, A. Langbein.
The Cracker Jack Co., Chicago, Perley E. Gunton, Frank A. Russell, E. A. Wegner.
Farley Candy Co., Chicago, J. K. Farley Jr., Wirt Farley.
Gallanis Bros., Chicago, John A. Gallanis.
Goelitz Confectionery Co., North Chicago, Ed. F. Kelley.
Walter H. Johnson Candy Co., Chicago, Walter H. Johnson, N. Harry Cancie, H. E. Johnson.
National Candy Co., Chicago, H. A. Dodge, S. S. Rogers, Vincent Preston.
Nutrine Candy Co., Chicago, B. H. Goodman.
Pan Confection Factory, National Candy Co., Chicago, James H. Wilson.
Reed Candy Company, Chicago, Herbert T. Snell, Thomas J. Payne.

Schutter-Johnson Candy Co., Chicago, W. E. Jacobs, Robert L. Schutter.
The Shotwell Mfg. Co., Chicago, Chas. R. Hall, Alfred H. Shotwell.
Williamson Candy Co., Chicago, Geo. H. Williamson, Geo. E. Sullivan, Frederic Sykes.
The Martin Dawson Co., Chicago, Patrick J. Power.
Gardner Candy Co., Chicago, Fred Gardner.
Walter J. Hirsch Co., Chicago, D. B. Erminger.
A. G. Abraham Co., Moline, A. G. Abraham.
The Allen Candy Co., Pontiac, H. S. Allen.
J. D. Roszell Co., Peoria, J. D. Mehl.

INDIANA

Heit Miller Lau Co., Fort Wayne, W. C. Dickmeyer.
Dilling & Co., Indianapolis, J. A. Cox, F. M. Dilling, Guy Cronkite.
Gieger Candy Co., Indianapolis, Leonard Gieger.
Indianapolis Candy Co., Indianapolis, N. W. York.
The Nichols Candy Co., Indianapolis, E. E. Wood.
Homer J. Williamson, Indianapolis, Homer J. Williamson.
A. B. Mewhinney Co., Terre Haute, Omar C. Mewhinney, Donald L. Mewhinney.
M. L. Hasty, Richmond, M. L. Hasty.

IOWA

Cedar Rapids Candy Co., Cedar Rapids, O. C. Olney, M. G. Wees.
John G. Woodward & Co., Council Bluffs, C. H. Woodward.
The Kuehl Candy Co., Davenport, Otto H. Kuehl.
Roddewig Schmidt Candy Co., Davenport, Roy H. Schmidt.
Ucanco Candy Co., Davenport, Chas. Bookidis.
Licorice Products Co., Dubuque, Russell H. Andelfinger.
Sheridan Candy Co., Dubuque, Clem Sheridan.
Clinton Copeland Co., Burlington, J. R. Copeland, Carl Sternzing.
The Gardner & Gould Co., Burlington, E. C. Gould.
Schall's, Inc., Clinton, W. C. Duery.
Walter T. Hall & Co., Ottumwa, Eugene Wuefekuhler.
Johnson Biscuit Co., Sioux City, C. M. Young, E. K. Rice.
Sioux Candy Co., Sioux City, W. G. Schrall.

KANSAS

The Richards-Scheble Candy Co., Hutchinson, A. R. Scheble.

KENTUCKY

Rudolph & Bauer, Inc., Louisville, Jos. R. Rudolph.
Bradas & Gheens, Louisville, C. F. Boles.

LOUISIANA

Elmer Candy Co., New Orleans, Oscar B. Elmer.
Jacobs Candy Co., New Orleans, Mose Jacobs.
James J. Reiss Co., New Orleans, James J. Reiss.

MARYLAND

The George Blome & Son Co., Baltimore, Jerome F. Blome.
Crescent Candy Co., Baltimore, C. Alvin Riebling.
Dawson & Co., Baltimore, A. M. Dawson.
John H. Dockmon & Son, Baltimore, Louis A. Dockman.
McDowell Pyle & Co., Inc., Baltimore, Wm. H. Ponder.

MASSACHUSETTS

The George Close Co., Cambridge, George H. Bunton.
H. D. Foss & Co., Inc., Cambridge, H. D. Foss.
Potter Confectionery Co., Boston, Thomas E. Potter.
Cox Confectionery Co., Boston, William S. Cox.

Gold Brand Confectionery, Inc., Boston, Abraham Hewit.
 Handy Chocolate Co., Springfield, E. C. Scudder.
 H. L. Hildreth Co., Boston, C. W. McCary, Herbert A. Hildreth.
 Walter M. Lowney Co., Boston, Walter H. Belcher, W. H. Raye, Geo. K. Mahouna.
 Lovell & Covell Co., Boston, N. Edwin Covell.
 New England Confectionery Co., Boston, Harry C. Achorn, W. B. Cummings, Horace S. Ridley.
 Oxford Candy Company, Cambridge, Robert H. W. Welch, Jr.
 Phoebe Phelps Co., Boston, H. P. Roberts.
 F. H. Roberts Co., Boston, W. H. Cole.
 Samoset Chocolate Co., Boston, E. F. Gibbs.
 W. F. Schrafft & Sons Corp., Boston, S. A. Vanner, Jas. C. Shendan, C. E. Wentz.
 The Three Millers, Boston, Ernest L. Miller.
 The Touraine Co., Boston, H. B. Duane.
 United Candy Co., Boston, Chas. E. Engel, A. T. Connelly, F. R. Simpson.
 Kibbe Bros. Co., Springfield, Robert J. Cleveland, R. R. Cleeland.
 United Candy Co., Boston, Harry W. Taylor.

MICHIGAN

Benjamin Candy Co., Detroit, Joseph Benjamin.
 Detroit Candy Co., Detroit, Vene G. Perry.
 A. E. Brooks & Co., Grand Rapids, J. W. Brooks.
 National Candy Co., Grand Rapids, Richard R. Bean, Fred J. Miller.
 John O. Gilbert Choc. Co., Jackson, John O. Gilbert.
 A. R. Walker Candy Corp., Owosso, J. J. Kooman.
 Straub Candy Co., Traverse City, A. H. Straub, Wm. J. Straub.
 Muskegon Candy Corp., Muskegon, Peter D. Rose, Fred H. Roth.

MINNESOTA

J. N. Collins Co., Minneapolis, P. S. Morris, J. N. Collins, Chas. E. Winters.
 Gurley Candy Co., Minneapolis, John A. Gurley.
 The Paris Factory, Minneapolis, Hal C. Paris.
 Pendergast Candy Co., Minneapolis, A. G. Nicolin, R. F. Pendergast.
 The Ivey Co., Minneapolis, G. A. Heinrich.
 Allen Qualley Co., St. Paul, E. F. Mair, Harry G. Allen, John Hall Allen.
 Sanitary Food Mfg. Co., St. Paul, E. C. Plonsky.
 Allen Qualley Co., St. Paul, Arthur Griffiths.
 Henry C. Garrott, Inc., St. Paul, David W. Aberle.
 A. M. Ramer Co., St. Paul, R. M. Winslow.
 Schuler Chocolate Factory, Winona, Chas. C. Schuler.

MISSOURI

Loose Wiles Company, Kansas City, Halbert H. West.
 Chase Candy Company, St. Joseph, C. C. Chase.
 Douglas Candy Co., St. Joseph, John M. Douglas.
 Blanke-Wenneker Candy Co., St. Louis, Albert F. L. Schmidt.
 O. H. Peckham Factory (National Candy Co.), St. Louis, W. O. Caldwell, Jr.
 National Candy Co., St. Louis, W. C. Lindsay, F. D. Seward, V. L. Price.
 A. J. Walter Fy. (National Candy Co.), St. Louis, Geo. T. Peckham.

NEBRASKA

Gillen & Boney, Lincoln, Frank R. Gillen.

NEW JERSEY

Lewis Bros., Inc., Newark, Bernard Lewis.
 The Sandall Candy Company, Newark, M. E. Sandall.

NEW YORK

Elkee Chocolate Co., Brooklyn.
 E. Greenfield's Sons, Brooklyn, F. I. Gisburne, F. H. Livingston.
 Mason Au & Magenheimer Conf. Mfg. Co., Brooklyn, F. A. Magenheimer.
 The Jas. J. Matchett Co., Brooklyn, W. H. Tappey.
 Metro Chocolate Co., Brooklyn, H. G. Altman.

National Licorice Co., Brooklyn, A. H. Scudder, C. A. Smylie.
 The Euclid Candy Co., Brooklyn, Geo. Wilson, Louis Glick.
 National Candy Co., Buffalo, J. L. Rubel.
 Shoemaker & Volkert, Inc., Buffalo, Charles A. Volkert.
 Beech-Nut Packing Company, Canajoharie, J. S. Ellithorpe, Jr., Walter B. C. Washburn.
 Wilfrid I. Booth, Elmira, Wilfrid I. Booth.
 Fair Play Caramels, Johnson City, J. W. Trauger, F. E. Derby.
 D. Arnould Co., New York City, Ben C. Weisberg, A. H. Goldwater.
 G. Cella, New York City, W. Lee Rooke.
 Hawley & Hoops, New York, Herman W. Hoops.
 Henry Heide, Inc., New York, Herman W. Hoops.
 Henry Heide, Inc., New York City, William D. Heide.
 House of Lenardie, Inc., New York City, J. F. Krum.
 Huyler's, New York City, J. B. Staudeker, Milton Fuerst.
 Frank P. Kruger & Co., Inc., New York City, Frank P. Kruger.
 Post Products Co., Inc., New York City, Newell H. Hargrave.
 Frank G. Shattuck Co., New York, Frank G. Shattuck.
 Up-to-Date Candy Mfg. Co., New York City, I. Kamben, Albert Horovitz.
 D. Auerbach & Sons, New York, J. S. Auerbach.
 Hawley & Hoops, New York, Herman L. Hoops.
 The Rochester Candy Works, Rochester, A. S. Colebrook, M. W. Colebrook.
 Goelitz Conf. Co., Rochester, Walter A. Goelitz.
 O. T. Stacy Co., Rochester, W. Allen Stacy.
 Oswego Candy Works, Oswego, James M. Long, Chas. W. Linsley.

OHIO

Spangler Candy Co., Bryan, E. D. Spangler, A. G. Spangler.
 The Edw. M. Becker Co., Cleveland, E. M. Becker, E. F. Daub.
 The Euclid Candy Co., Cleveland, C. C. Hartzell, Sam Jacobs.
 The Robt. MacKenzie Co., Cleveland, Herman G. Gustaves, Jos. O. Hahn.
 The Ohio Confection Co., Cleveland, Wm. Uson, Lester I. Friedman, J. Friedman.
 The Shoot Chocolate Co., Cleveland, E. P. Shoot.
 The Weiderman Co., Cleveland, R. L. Williams.
 F. Echert Factory (National Candy Co.), Cincinnati, Carl W. Graeser.
 Kroeger Grocery & Baking Co., Cincinnati, Chas. W. Vaughn.
 Ed. Messer Confectionery Co., Cincinnati, Edward Messer.
 The John Mueller Licorice Co., Cincinnati, Walter H. Pritz.
 Nuss Confectionery, Cincinnati, Miss Nuss' husband, Jimmie Dietz.
 Doscher Bros., Cincinnati, John Doscher.
 The Helmet Co., Cincinnati, Charles Rosenthal.
 National Caramel Co., Lancaster, Pa.
 Dolly Varden Chocolate Co., Cincinnati, Wm. C. Bidlack.
 Reinhart & Newton Co., Cincinnati, J. A. McKey.
 The Maple Dell Candy Co., Columbus, Richard D. Barrett.
 The P. S. Truesdell Co., Columbus, P. S. Truesdell, John Truesdell.
 Underwood Talmage Co., Dayton, Truman E. Talmage.
 The F. A. Holliger Co., Findlay, C. C. Holliger.
 The Runkle Company, Kenton, Walter T. Johnson.
 F. J. Banta & Son, Lima, F. J. Banta.
 The Voegelé & Dinning Co., Mansfield, C. H. Voegelé.
 The Catawba Candy Co., Sandusky, H. A. Elliott.
 The Charles H. Messinger Co., Toledo, Ralph M. Messinger.
 The Slater Candy Co., Columbus, Ohio, Chas. H. Slater.

OREGON

Tru Blu Bis. Co., Portland, C. J. Roy.

PENNSYLVANIA

The Lloyd Co., Inc., Butler, R. R. Lloyd.
 F. S. Love Mfg. Co., Johnstown, M. W. Saxe.
 American Caramel Co., Lancaster, H. A. Winterknight, Jr.
 Helm Candy Co., Lancaster, E. E. Helm.
 R. F. Keppel & Bro., Inc., Lancaster, L. A. Ruof.
 The Crown Chocolate Co., McKeesport, W. S. Altmeyer, J. J. Bedell, Wm. J. Altmeyer.
 D. W. Miesse, Lancaster, Pa., Roy C. Miesse.
 Carson, Roderick & Co., McKeesport, Pa., Frank Roderick.

Attendance at N. C. A. Convention—Continued

Chester A. Ascher, Philadelphia, Chester A. Ascher.
 Brandle & Smith Co., Philadelphia, Frank B. Putt.
 Coconut Specialty Co., Inc., Philadelphia, C. P. Simes.
 Minter Brothers, Philadelphia, Clayton W. Minter, Richard Weinberg, David H. Kireley, Ira W. Minter.
 Quaker City Chocolate & Confectionery Co., Inc., Philadelphia, Lester G. Rooskam.
 Stephen F. Whitman & Son, Inc., Philadelphia, Louis L. McIlhenney.
 The D. L. Clark Co., Pittsburgh, D. L. Clark, Ralph A. Coltman.
 Hardie Bros. Co., Pittsburgh, J. L. Hardie.
 The S. Hein Company, Pittsburgh, John J. S. Hein.
 Ross & Shannon, Pittsburgh, John T. Shannon.
 Weaver Costello & Co., Inc., Pittsburgh, L. J. Weaver.
 Hershey Brothers, Pittsburgh, Roy Z. Hershey.
 Reymer Bros., Inc., Pittsburgh, B. Dangerfield, Jr.
 Wm. H. Luden, Inc., Reading, R. N. Cadle, Norman S. Reppert, Wm. F. Schlesinger.
 York Caramel Co., York, Wm. H. McDowell, Wm. T. Brierly, A. E. Sander.
 Croft & Allen Corp., Bethlehem, Joseph B. Croft.

RHODE ISLAND

Gibson's, Inc. (formerly J. Fred Gibson Co.), Providence, Fred H. Barrows.

TENNESSEE

Brock Candy Co., Chattanooga, W. E. Brock, Jr., W. E. Brock.
 Littlefield & Steere Co., Knoxville, Arthur N. Littlefield, W. J. Bacon.
 Belmont Candy Co., Memphis, H. L. Betty, Charles W. Floyd.
 Oliver Finnie Co., Memphis, W. E. Holt, Jr., W. O. Miltenence.
 Standard Candy Co., Nashville, H. H. Campbell, S. P. Moore.
 Huggins Candy Co., Nashville, Walter Wooten, Louis Huggins.

ILLINOIS

J. W. Allen & Co., Chicago, F. W. Allen.
 Wm. M. Bell Co., Chicago, O. P. H. Kaut.
 Betts Products Co., Chicago, Geo. L. Betts, Peter Rose.
 Bradshaw, Praeger & Co., Chicago, Chas. H. Praeger.
 Callerman Brokerage Co., Chicago, G. C. Callerman, Mr. Potter.
 Calamari Co., Chicago, C. A. Coari.
 Central Waxed Paper Co., Chicago, J. F. Cusack.
 Chicago Case Mfg. Co., Chicago, C. D. Davis.
 Continental Can Co., Chicago, E. W. Bromilow, Arthur V. Crary, R. S. Solinsky.
 Dried Products Corporation, Chicago, W. M. Brownell.
 Donald F. Duncan, Inc., Chicago, J. W. Barrett.
 Glidden Food Products Co., Chicago, H. C. Burr.
 Hohberger Mfg. Co., Chicago, J. T. Hohberger.
 Kohnstamm & Co., Inc., Chicago, E. A. Pfeiffer, A. C. Hassel, Hugo Pulver, George Verry.
 Ed. Long Chemical Co., Chicago, James B. Long, Ed. Long.
 R. F. McMahon & Co., Chicago, R. F. McMahon.
 Neumann Buslee & Wolfe, Inc., Chicago, J. E. Wolfe, John Buslee.
 The Palmolive Co., Chicago, Wm. G. Armitage, R. Brown, B. Welcher.
 H. Schultz & Co., Chicago, Fred P. Wagner, Jr.
 Semrad Chemical Co., Chicago, Paul A. Semrad, August Semrad.
 A. D. Shoup Co., Chicago, A. D. Shoup.
 Wm. J. Stange Co., Chicago, R. J. Rooney, J. J. Corbett.
 The F. C. Traver Paper Co., Chicago, George Traver.
 United Chemical & Organic Co., Chicago, Chas. S. Butterworth, J. J. Rawle, Percy T. Storr, Frank J. Loeffler, John A. Hafner, T. W. Harrigan, Wm. M. Korf.
 White Stokes Co., Chicago, Fred J. Lawrence, R. J. Burke, H. J. Thurber, Ed. Holmes, Harry McKenna, F. J. Stokes, H. O. Stokes.

TEXAS

King Candy Co., Fort Worth, J. P. King, Jr., Olin Davis.
 Pangburn Co., Fort Worth, H. T. Pangburn, W. B. Usrey.
 Paris Candy Co., Paris, W. H. Anderson.

UTAH

Shupe-Williams Candy Co., Ogden, T. F. Williams.
 Startup Candy Co., Provo, John J. Giles.
 Sweet Candy Co., Salt Lake, Leon Sweet.

VIRGINIA

Harris Woodson Co., Lynchburg, H. H. Harris.

WASHINGTON

Imperial Candy Co., Seattle, Chester E. Roberts, Cecil H. McKinstry.
 Parisian Chocolate Co., Seattle, J. Vimkorn.
 True Blue Biscuit Co., Spokane, Edward F. Gurske.

WISCONSIN

Bonita Co., Fond du Lac, E. B. Hutchins.
 Liberty Candy Co., LaCrosse, R. Ambrose.
 Kratchwil Candy Co., La Crosse, D. S. Fairbanks.
 American Candy Co., Milwaukee, Louis Kuhn, Otto J. Koch.
 Redel Candy Corp., Milwaukee, F. L. Morton, J. W. Seaman.
 George Ziegler Co., Milwaukee, Chas. I. Ziegler.
 Eline's, Milwaukee, Harry P. Hotz, J. W. Palmer.
 Robert A. Johnston Co., Milwaukee, Walter G. Muth.
 Princess Confectionery Co., Milwaukee, Wm. J. Reuter.
 Puritan Candy Co., Milwaukee, Geo. E. Ginskoff.
 Tillema Candy Corp., Milwaukee, Ralph Tillema.
 Gunz-Durler Candy Co., Oshkosh, E. A. Durler.

FOREIGN

Menz & Co., Ltd., Adelaide, Australia, H. U. Menz.
 Rowntree & Co., York, England, George Harris.

Supply and Equipment Firms

A. E. Staley Mfg. Co., Decatur, A. E. Staley, E. K. Scheiter, J. W. Hixson, Roy M. Ives, L. R. Dickinson, Jas. J. Sleight, Wm. H. Randolph, Jr., Miss Ruth Cade.
 Senneff Herr Co., Sterling, C. W. Senneff.

INDIANA

Morgan Hitchcock Co., Muncie, B. Hanafee.

IOWA

Penick & Ford Sales Co., Cedar Rapids, L. G. Preston, C. W. Bloomhall, G. C. Callerman, Dave P. O'Connor.
 Clinton Corn Syrup Ref. Co., Clinton, A. P. Bryant, R. C. Jones, Geo. E. Corson, W. R. Smith.

KENTUCKY

United States Foil Co., Louisville, R. G. McKay, C. B. Kniskern, H. G. Hanks.

The Stockton Co., New Orleans, La.

MARYLAND

H. Gamse & Bro., Baltimore, Herman Gamse.
 The International Co., Baltimore, E. C. Braughton, A. C. Beall.
 Sugar Sanding Machine Co., Baltimore, Charles Mahan.
 Tin Decorating Co., Baltimore, J. J. Hogarty, Jules Smucker.

MASSACHUSETTS

Associated Wooden Ware Mfrs., Fitchburg, Geo. Butterfield.
 Carter, Rice & Co., Boston, T. T. Maloney.
 Eastern Ribbon Co., Boston, Everett H. Judkins.
 Essex Gelatine Co., Boston, Lewis B. Esmond, A. Grover Crowl, R. E. MacFarland.
 Crystal Gelatine Co., Boston, L. A. Hostetter.
 Revere Sugar Refinery, Boston, Worcester Proudfoot.
 J. W. Greer Co., Cambridge, Fred W. Greer, J. W. Greer.
 Hampden Glazed Paper Card Co., Holyoke, A. M. Chalmers.

Attendance at N. C. A. Convention—Continued

National Equipment Co., Springfield, Kenneth B. Page, B. E. C. Gelllette, H. C. Baum, Wm. G. Tucker, Frank S. Moulton, R. Duchacek, Frank H. Page.
Package Machinery Co., Springfield, Geo. W. Mohlman, H. O. Fischer, H. L. Davis, E. A. Westervelt, Frederick Todt, Samuel C. Gould.

MICHIGAN

The Huron Milling Co., Harbor Beach, Geo. W. Ross.
Foot & Jenks, Jackson, Charles R. Foster, C. H. Redding, Mr. Koch.

MINNESOTA

Buckbee-Brehm Co., Minneapolis, H. F. Hine, G. H. Knowles.

MISSOURI

Confectioners Equipment Co., Kansas City, C. W. Jackson.
Anheuser-Busch, Inc., St. Louis, John G. Patrick, Homer F. Ziegler.
Barnhart Merc. Co., St. Louis, Woodson Barnhart.
Blanke-Baer Extract & Preserving Co., St. Louis, Samuel Harold Baer.
M. A. Brown Paper Box Co., St. Louis, A. P. Jacobson, Fred E. S. Renco, Samuel Brown.
Johnston Tin Foil & Metal Co., St. Louis, John L. Boyle.
Monsanto Chemical Works, St. Louis, Walter L. Filmer.
F. J. Schleicher Paper Box Co., St. Louis, Louis H. Schleicher, B. F. Fischer, Frank H. Schleicher, A. K. Schleicher, L. S. Schleicher.

NEW JERSEY

Bentz Engineering Co., Newark, Vernon Cano, Arthur G. Luders, Robert O. Rasmussen, Will D. Slagle.

NEW YORK

Beech-Nut Foil Co., Brooklyn, J. P. Macauley.
Thos. Burkhard, Inc., Brooklyn, Thos. Burhard.
Ideal Wrapping Machine Co., Middletown, F. B. Williams.
James B. McKeage, Port Jervis, Jas. B. McKeage, Casper W. Krack.
Vanilla Laboratories, Rochester, F. J. Minges.
Merrell Soule Co., Syracuse, J. F. Magruder.

NEW YORK CITY

American Can Co., New York City, Edmund Hoffman, Jr., Edmund Hoffman, Howard E. Dygert, C. C. Boone, F. A. Weyer.
American Maize Products Co., New York City, C. D. Edinburg, F. K. Berzing.
The Best Foods, Inc., New York City, Geo. A. Brown, L. W. Artley, M. F. Hickey.
Atlantic Lithographing & Printing Co., New York City, P. F. Boyd.
Bendix Paper Co., New York City, R. L. Magaw, Robert H. Harding, Chas. W. Kingsbury.
Candy & Chocolate Equipment Co., New York City, Alex Hart, Jr., John Sheffman.
Corn Products Refining Co., New York City, E. E. Van Sickle, I. A. Brewer, C. C. Van Buskirk, A. G. Peterson.
Crown Fruit & Extract Co., New York City, W. E. Larkin, Tremper Longman.
Dawn Corporation, New York City, Eugene E. Basquin, Jos. C. Hearn, V. E. Pratt.
Daarnhouwer & Co., New York City, Waldemar Muller.
T. M. Duche & Sons, New York City, L. L. Kennedy, W. A. Ross, E. V. Woodland, F. T. Oldenburg.
Thos. W. Dunn Co., New York City, F. E. Hollweg.
Franz Euler & Co., New York City, F. Euler, Jr.
Ferguson & Haas, New York City, Edward Haas, A. B. Hull.
Habicht Braun & Co., New York City, Carl J. Braun, Lyle M. Brechensner, J. E. McDonough, Norrelle H. Smith, V. DeBont, G. F. Gruber, W. J. Walsh.
Haug & Co., New York City, Geo. Haugwitz, R. G. Moench, Dave Green.
Willard Hawes & Co., Inc., New York City, John Plough.
Henle Wax Paper Mfg. Co., New York City, O. T. Davis.
Keller-Dorian-Paper Co., Inc., New York City, Elmer S. Moore, John Ducasse.
The Fleischmann Transportation Co., New York City, G. Weeks, Jr.
Fritsche Brothers, Inc., New York City, Geo. L. Ringel, Michael B. Zimmer, Geo. L. Ringel, B. F. Zimmer.

H. Kohnstamm & Co., Inc., New York City, Louis J. Woolf, Harold Weil.

Lehmaier, Schwartz & Co., New York City, A. O. Palmedo.
Mangus, Mabree & Reynold, New York City, F. T. Comstock.

Marcone & Co., New York City, Joseph Marcone.
Milligan & Higgins Gelatine Co., New York City, Charles Blake.

National Aniline & Chemical Co., New York City, Dr. Fred E. Beecher, Dr. L. J. Matos, Frank W. Green, Edwin J. Boehm, John Young.

The Niger Co., New York City, G. V. DeMoya.
National Sugar Refining Co., New York City, A. D. S. Palmer.

Nulomoline Co., New York City, James P. Booker, R. S. Taussig, Miss T. M. Holicky, Chas. Fahrenkamp.
Emil Pick, New York City.

Rayner & Stonington, Inc., New York City, S. Y. Coyne.
Republic Bag & Paper Co., New York City, I. Pollach.
Schall & Co., New York City, C. Edward Mader.

C. Schroeter, Inc., New York City, Otto C. Vollmer.
Snyder & Wheeler, New York City, Frank D. Clearman.

Harold A. Sinclair, New York City, Harold A. Sinclair, Harry P. Calvert, Francis A. Crotty.

Thurston & Braidich, New York City, Wm. L. Conrath.
Union Confectionery Machinery Co., New York City, Herman Greenberg, Joseph Greenberg.

Von Dannenberg & Co., New York City, Howard T. McKee.

Wallerstein Laboratories, New York City, C. W. Nordland.
Wessels Kulenkampffs Co., New York City, G. Hintz.
White Star Import Corp., New York City, H. M. Wilson.
Widmayer & Jungling, New York City, F. W. Widmayer.

OHIO

Alex Fries & Bro., Cincinnati, Samuel Hoffheimer.
The Procter & Gamble Co., Cincinnati, Ben B. George.
The Rheinstrom Bros. Co., Cincinnati, L. M. Crump, Jos. Schiff, Melville S. Weilman.
Smith Scale Co., Columbus, W. A. Scheuer.
The Ball Cream Beater Co., Dayton, R. F. Monahan.
Dayton Specialty Machine Co., Dayton, Fred J. Blesi.
The Keystone Fruit Products Co., Hamilton, M. H. Hall, Frank Haeckl.
The Toy Kraft Co., Wooster, Geo. Heisler.

PENNSYLVANIA

G. A. Bisler, Inc., Philadelphia, F. C. Fischer.
John M. Driver Co., Philadelphia, John M. Driver.
Ketterlinus Litho. Mfg. Co., Philadelphia, Mathew G. Becker.
Thos. Mills & Bro., Inc., Philadelphia, Geo. W. Mills, G. Theo. Mills, John G. Mills.
Paper Service Co., Philadelphia, Charles H. Tietjen.
The Franklin Sugar Refining Co., Philadelphia, W. E. Buchanan.
Henry H. Ottens Mfg. Co., Philadelphia, H. L. Lingle, William E. Webber.
Thomas M. Royal Co., Philadelphia, Gordon H. Friend.
C. F. Simmonin's Sons, Inc., Philadelphia, J. E. Hill.
Read Machinery Co., York, W. E. Overacker.
York Mfg. Co., York, L. L. Olson.

RHODE ISLAND

Casting Machinery Corp., Newport, George B. Hohl.
The M. L. Richard Co., Dallas, Texas.
W. J. Blackwell & Co., El Paso, Texas, H. L. Blackwell.

VIRGINIA

Cocoa Producers Co. of America, Norfolk, Guy Osborn.

WISCONSIN

Menasha Woodenware Co., Menasha, W. E. Bond.
Milwaukee Printing Co., Milwaukee, Wm. Ginsberg, Roy E. Hanson, C. A. Ackerman, Charles Ebert, Hugh D. Campbell, Wm. Heller, L. R. Zimmerman.
Milwaukee Label & Seal Co., Milwaukee, E. H. Corrigan.
Racine Conf. Machinery Co., Racine, O. Warren Peterson, Geo. D. Zirker, C. C. Naylor.
Ira L. Henry Co., Watertown, N. T. Yeomans.
Thompson Malted Food Co., Waukesha, Herman J. Hirsch.

WASHINGTON

Crescent Mfg. Co., Seattle.

Attendance at N. C. A. Convention—Continued

Manufacturers of Chocolate

CONNECTICUT

Stollwerck Chocolate Co., Stamford, J. A. Boyle, Col. J. H. Bigley, Chas. P. Tuch, Frank J. Turnbull.

ILLINOIS.

E. & A. Opler, Inc., Chicago, Arnold Opler.

MASSACHUSETTS

Walter Baker & Co., Ltd., Dorchester, John L. Klewer, Frank Severson, E. R. Hall, V. A. Phillippi, Fred Yeo, B. G. Herring, W. B. Thurber, A. W. Moffat, R. G. Gries, W. A. Preble, Jas. Pratt, C. L. Laughton, Jas. Henderson.

Rice Chocolate Co., Everett, F. D. Rice, W. E. Adams.

Handy Chocolate Co., Springfield, E. C. Scudder.

Massachusetts Chocolate Co., Boston, Harris A. Hamlin, Nex Nixon, L. B. McKenny.

Chocolate Refiners, Inc., Mansfield, F. W. Brigham.

NEW YORK

F. Bischoff, Inc., Brooklyn, Joseph Stack, Paul Johnson, F. T. Kiehl.

Merckens Chocolate Co., Inc., Buffalo, August Merckens, Jr., Theo. Merckens.

Peter Cailler Kohler Swiss Chocolate Co., New York City, Wm. Wallbridge, Guy S. Jenkins.

Runkel Bros., Inc., New York City, Maurice Fieux, A. M. D. Mullins, Wayne Hornbaker, W. B. Naugler, Jos. Grombach, Charles Dudley, H. A. Fitzgerald, J. F. Weaver.

Franklin Chocolate Co., North Tonawanda, Wm. W. Stokes.

Rockwood & Co., Brooklyn, S. W. Reese, Wallace F. Jones, B. F. Claggett, Samuel Opler.

Dunham & Kattwinkel, Inc., Cambridge, R. O. Melser.

PENNSYLVANIA.

Ideal Cocoa & Chocolate Co., Lititz, Thos. Waddell, G. W. Bitzer.

Hershey Chocolate Co., Hershey, F. W. Pugh.

Bachman Chocolate Co., Mt. Joy, J. A. Bachman, Wm. M. Bell.

Keystone Chocolate Co., Harrisburg, M. R. Wilcox.

H. O. Wilbur & Sons, Inc., Philadelphia, H. O. Stokes, S. H. Stayton.

WISCONSIN

Ambrosia Chocolate Co., Milwaukee, Miss Gretchen B. Schoenleber, Irving R. Gillette, Otto G. Schoenleber.

Eline's, Milwaukee, Harry P. Hotz, J. W. Palmer.

Miscellaneous

Neuke, L., & Co., 56 Beaver St., New York City.

Massi, C. R., 132 Front St., New York City, Geo. C. Tooka.

Wynn Knox Candy Co., Birmingham, Ala., A. S. Wynn.

W. Parker Jones, Washington, D. C.

Mason, Fenwick & Lawrence, 600 Ft. St., N. W., Washington, D. C., Edward G. Fenwick.

Fishle, Brown Adv. Agency, St. Louis, Mo., Harry R. Wilson.

Berbowitz, Harry, Bros., Newark, N. J.

Meglein Bros., 916-918 No. 30th St., Philadelphia, Pa., Louis Meglein, Jr.

Val Blatz Brewing Co., Milwaukee, Wis., Jos. L. Dietz.

W. Donald Jones, 917-18-19 Kirby Bldg., Milwaukee, Wis.

Quincy, Robert G., Chandler Motor Co., Milwaukee, Wis., R. G. Quincy.

E. H. Edwards Co., 227 W. Austin St., Cincinnati, Ohio, E. H. Edwards.

Freign

V. L. Nicholson, Buenos Aires, S. A.

SUMMARY

Representatives of Candy Manufacturers.....	335
Number of Candy Firms Represented.....	240
Representatives of Supply Firms.....	263
Number of Supply Firms Represented.....	135
Representatives of Chocolate Firms.....	59
Number of Chocolate Firms Represented.....	21
Representatives of Trade Publications.....	8
Miscellaneous Registrations	12
The Ladies	161

Total Registrations (as of May 26th)..... 838



The N. C. A. Exposition Was a Huge Success—Even from the Standpoint of "Free Goods."

Monthly Review of Current Technical Literature

of direct or indirect relationship to the confectionery industry

THE chemical press and other scientific literature of America, also of Germany, France, England, Italy and other foreign countries, contains from time to time some discussions which have an important bearing on the technical phases of the confectionery industry. The reliable scientific publications of the world are being searched each month for this material which will hereafter be digested and presented in the following form in this publication. If desired, we are in position to furnish full text and translations at clerical cost of such work.

—EDITOR.

The Relative Sweetness of Various Sugars. A study in carbohydrates. Wochenschrift f. Brauerei. 1926. V. 43, p. 66. Research by A. Biester, M. W. Wood and C. S. Wahlen on the relative sweetness of various sugars results in the following, rating cane sugar as 100:

Levulcse (fruit sugar) has a sweetness of	173.3
Invert sugar	127.4
Dextrose (glucose)	74.3
Xylose	40.0
Maltose (malt sugar)	32.5
Rhamnose	32.5
Galactose	32.1
Raffinose	22.6
Lactose (milk sugar)	16.0
An equivalent mixture of dextrose and levulose produced by the inversion of cane sugar	130.0

From the foregoing, it will appear that the sweetness of cane sugar may be enhanced by nearly 30% by merely heating cane sugar sirup in the presence of a small quantity of any fruit acid.

A Study of Fats in Confectionery. J. Kuhlmann and J. Grossfeld. Z. Nahr. Genussm. V. 50, p. 346-51. The quantity separation of the fat of milk and cream confectionery is effected by dissolving 100 grams of the confection in 400 cc. of hot water coagulating by the addition of 25 cc. of Fehling solution and 25 cc. a forth normal soda hydroxid, filtering and extracting the dried coagulate with ether. Commercial candies frequently contain fats other than the milk fat, such as cocoanut or palmkernel oils. An accurate description is given for the determination of cocoanut oil in fat mixtures together with a rapid graphical method for calculating results.

A patent decision of unusual interest has just been handed down by the United States Supreme Court. Two matters of unique importance are decided under this decision. The first is that it is not necessary to claim a particular invention to obtain protection by patent if the description adequately discloses the invention. The second and apparently

most radical departure from existing practice is that if a process has been practiced commercially for more than two years, those engaged in such practice may be held to be the first inventors and thereby protected, even if the process has not been patented. This may not prevent another from patenting the process, but would seem to protect the firm in question from any claim of infringement. This decision was handed down by Mr. Justice Holmes on March 8, 1926, in case No. 107 of the October, 1925, term.

Confection from Fresh Kola Extract and Milk Sugar. A. Chalas and E. Chalas. British Patent 233,695. After destroying the oxidases by heat or otherwise, kola extract is treated with boiling water and powdered milk sugar is added and the mixture stirred. It may be dried and formed into tablets as a confection, or it may be used, by adding water, in such beverages as coffee, tea or in broths.

Candy a "Premium" in Italy. United Press Bulletin from Rome, Italy. A tax of nearly 200% on the actual cost of sugar makes it obligatory for Italians to pay dearly for their candy, and the comparatively small quantity of sugar that is used in sweetening coffee or tea forms a very substantial item in the total cost of the beverage. Because of this, a box of candy in Italy is decidedly the height of luxury. The Italian citizen who purchases a pound of sugar for four lire pays more than two lire tax to the government on his purchase. The sugar tax annually amounts to \$52,000 which is the highest of its kind in Europe, if not in the world.

Draw-Back on Chewing Gum. Decision of the United States Treasury Department No. 35,754 providing for the payment of draw-back on chewing gum manufactured by the Beechnut Packing Company of Canajoharie, New York, has been extended to provide for the payment of draw-back on refined chiclé manufactured by this company at its Brooklyn, New York, plant from imported crude chiclé.

The "Package Goods" Conference

Digest of the group meeting of manufacturers of package goods held as a departmental of the National Confectioners' Convention at Chicago, May 27, 1926

Chairman, Wilfred I. Booth, Elmira, N. Y.

IF A CANDY manufacturer's goods are left on a retailer's shelves until he tires of them and they become stale and somewhat "shopworn," and expects the manufacturer to take them off his hands, what is the right thing to do?

It isn't to reply by return mail that the candy jobber or salesman who sold them is authorized to take them away again, according to Wilfred I. Booth, of Elmira, N. Y., who discussed this interesting problem before the meeting of Package Goods Manufacturers on Thursday afternoon of convention week.

Mr. Booth viewed the issue rather as a challenge to salesmanship. He declared that such a condition merely indicated that somebody was asleep—either the candy manufacturer or the retailer. To him it was always a call like the ringing of a fire gong. He wanted to get into action and prove he was salesman enough to move the goods—on and out into consumption, not back to the manufacturer's plant.

He instanced one case in which a dealer doubled his order, accidentally, for Mother's Day. Instead of accepting the return of the duplicate shipment, he got behind the dealer with a few selling ideas and sold out the entire double order—a thing unheard of in that town's record of dealer's sales.

The meeting of Package Goods Manufacturers brought out lively discussions of almost every phase of candy merchandising. The scheduled speakers merely started the discussions going, and once started, they drew in men from every section of the country.

One of the most interesting was on the use of French designs on candy packages. A. T. Connelly's talk on package types struck such a responsive chord that the meeting voted to consider a policy along the line suggested in his remarks which would be practical for official adoption by the association. Mr. Connelly told how the idea of using French designs on his package goods was brought over from the perfume department, where the French perfumes had long been sold in French packages.

"The rarest perfume essences come from Paris," he said, "and it is to Paris that we must go for the packages to contain them. Just so I went to Paris when I became interested in French packages for candy. Only the French artist dares to lay on colors in the bold profusion essential to success with such packages. And only the best lithographers can carry out the design of the French artist. American artists and most American lithographers have not yet developed that taste for bold, challenging colors that makes such packages a success.

"When we started out with the idea we carried thirty-two different kinds of fancy packages, of which all but four carried ribbons of some form. Now only four of the line have ribbons. All the rest are without them."

Return of Goods

Mr. Connelly contributed a valuable item to the discussion on the return of goods. He declared he had reduced them to 1/10 of 1 per cent and was bringing the percentage down all the time.

He noted a series of holidays of which the candy manufacturer should think as "clear up days." Before each one is due he should see that every bit of the candy manufactured for a previous holiday was sold out of the dealer's stock.

These holidays he noted as mile posts in the candy man's year: Christmas, with a clean-out campaign right after New Year's, Valentine's Day, Easter, Mother's Day, College Commencement, Fourth of July, Hallowe'en, Thanksgiving.

If the candy manufacturer staged his year's work around these holidays, with aids to the retailer to sell out the goods after each holiday peak, he declared that candy merchandising would become a stable and sound business.

Dealer Helps

The matter of what helps the dealer wants from the manufacturer did not turn out to be a simple problem, as it was discussed by Louis L. McIlhenney, President, Stephen F. Whitman & Sons. He stated that a third of all the advertising appropriations of his company was devoted to dealer helps, but that often the money was thrown away because of a failure to cooperate or a failure in mutual understanding between manufacturer and dealer.

He told of finding splendid window display stands in the basements of dealers to whom they had been sent. On investigation it had turned out that they were too large for any window space available. He stated that in New York there was a growing tendency to limit the sizes of display stands to a width of 12 inches and a height of three feet.

Free Goods

The giving of free goods to boost other lines was condemned by half a dozen speakers following a talk by John D. Giles on this subject. Mr. Giles urged that instead of giving free goods the manufacturers concentrate their efforts on lining up with the National advertising campaign.

"We cannot change human nature, but we can understand it better," said Mr. Giles, "and I do hope that for the good of the candy industry we can all learn to sell our product on the best merchandising principles—those that work for the best good of the largest number in the long run."

Mr. Leon Sweet facetiously suggested as a sequel to Williamson Candy Co.'s new bar, "That's Mine," that all manufacturers relabel returned goods "That's Yours."

The "Bar Goods" Conference

THE Standing Room Only sign was out early at the meeting of Bar Goods Manufacturers in the Rose Room, Hotel Sherman, Thursday afternoon. All chairs were filled and a dozen or more of them stood throughout the conference, which lasted two hours. E. B. Hutchins of the Bonita Company of Fond du Lac, presided.

The topics discussed included:

1. The Free Goods Evil.
2. The Necessity for a Profit on All Goods Sold.
3. The Proper Size of Bar Goods.
4. The Advantage in the Manufacture and Sale of Dime Bar Goods.

The opinion of the manufacturers present was strongly against the free goods evil, in favor of keeping up quality in bar goods to the highest possible point, against selling large quantities of bar goods without a reasonable profit on each lot, and in favor of cultivating consumer demand for certain bar goods items already welcomed in unusual volume.

C. C. Chase of the Chase Candy Co., St. Louis, Mo.,

discussed the free goods evil and roundly condemned this practice. A dozen talks from the floor showed unanimous agreement with his viewpoint.

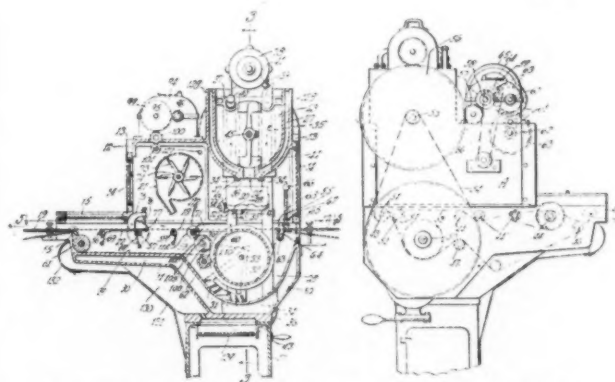
W. C. Dickmeyer of the Heit-Miller-Lau Co., of Fort Wayne, Ind., discussed resale price control. He pointed out that "bootlegging" of candy items by irresponsible jobbers was an evil that grew up through lack of this resale control. He urged control for the sake of developing the jobbing trade on sound lines.

J. A. Cox of Dilling & Co., Indianapolis, discussed standardization as to size and weight. He said that this was practicable as to many items, but pointed out that much more quality could be packed into the ten-cent bar than into the five-cent bar.

Among those taking part in the discussions were D. L. Clark of the D. L. Clark Co., Pittsburgh; George Williamson of the Williamson Candy Co., Chicago; Charles F. Simes of the Coconut Specialty Co., Philadelphia, Pa.; A. H. Shotwell of the Shotwell Mfg. Co., Chicago.

The conference was a real success.

New Patents



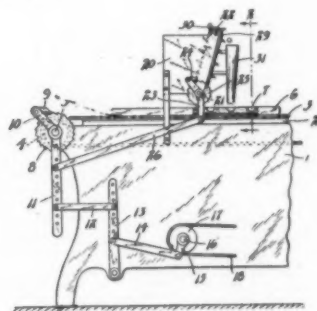
1,586,386. CONFECTION COATING APPARATUS. Emile Louis Alfred Savy, Courbevoie, France. Filed March 20, 1925. Serial No. 17,060. 3 Claims. (Cl. 91—3.)

1. In a confection coating machine, a pervious conveyor to carry the articles to be coated, a main supply tank located above said conveyor and adapted to receive the main body of coating material and in which such body remains long enough to be conditioned for the coating operation, heating means for said tank, stirring means in said tank effective on the relatively large body of coating therein to perform in conjunction with said coating means the major conditioning operation on said coating, a shower pan into which the conditioned coating flows directly from said tank, and means for collecting the coating passing through said conveyor and returning it to said tank.

1,586,385. METHOD AND APPARATUS FOR COATING CONFECTIONS. Emile Louis Alfred Savy, Courbevoie, France. Filed March 20, 1925. Serial No. 17,059. 9 Claims. (Cl. 91—3.)

1. The method of treating the coating material in a confection coating machine, which consists in first conditioning the coating, in applying it directly after conditioning to the articles to be coated, in reducing the temperature of the excess coating material not used in coating the articles, and in collecting such excess coating and returning it for reconditioning and subsequent application.

1,587,088. ARTICLE-FEEDING DEVICE FOR CANDY MACHINES. Frank M. Schuler, Winona, Minn., and Walter C. Drury, Fulton, Ill. Filed Sept. 18, 1924. Serial No. 738,391. 6 Claims. (Cl. 107—1.)



3. The combination with a traveling conveyor of a candy making machine, and a member having a plurality of rows of molds therein carried by said conveyor, of an article feeding device comprising a hopper adapted to contain the articles to be fed, a series of traveling carriers movable through said hopper, each having a series of spaced means thereon for picking up an article, a series of discharge members arranged to align with said molds to which the articles are successively delivered by said last mentioned means.

"Bulk Goods" Conference

Digest of the meeting of manufacturers of bulk goods at N. C. A. Convention at Chicago, May 27, 1926

THE bulk goods manufacturers held an interesting meeting Thursday afternoon, under the direction of F. V. Wunderle of Philadelphia. Speakers discussed modern methods for increasing the sale of bulk goods, how to assist retailers of bulk goods, and how to cooperate with jobbers and retailers.

"It was a meeting," said Chairman Wunderle at its close, "which brought forth a wealth of ideas and an exchange of experiences that was of great value to every man present. The meeting never dragged for a minute and the fifty people present gave as they took from the common pot of experience."

Mr. George T. Peckham of the A. J. Walter factory, St. Louis, suggested that salesmen should personally eat some of the various kinds of candy they are endeavoring to sell. Thus sell themselves on the bulk lines they are carrying. This thought led into the point made by Mr. Walter O. Caldwell of the O. H. Peckham factory, that we must get ourselves to thinking right.

"If we do, we *will* sell bulk goods," said he. "If you are not selling bulk or pail goods, it's a case of *unselling* yourself on your preconceived conviction that bulk goods won't sell."

"Certain manufacturing confectioners," continued Mr. Caldwell, "we all know of are selling bulk goods direct to the retail trade in considerable volume. In fact, one is reputed as selling between five and six million dollars in bulk goods sales. One chain store firm sells \$30,000,000 worth of candy a year, of which by far the largest percentage is bulk goods—probably 85 to 90 per cent."

Mr. T. R. Blakeslee of the Bradley Smith Company, New Haven, made a strong appeal to check the destructive inaccuracies in count goods. The failure of many manufacturers to produce their count goods in proper uniformity—same number to the pound at all times—has a disastrous effect on the retailer. If a retailer starts on a piece which is suggested that it retail for five pieces for a penny and the piece is made larger gradually, the retailer is soon making no profit at all and naturally becomes disgusted either with the candy department or forms a prejudice against bulk goods.

Mr. Wm. F. Heide of Henry Heide, Inc., made

an earnest and eloquent appeal for manufacturers to play the game on the square both with the trade and with each other as competitors and thus be worthy of the confidence of each other.

"In my thirty years' experience in the candy industry," said Mr. Heide, "I have observed that lack of confidence is back of most of the deplorable conditions in this field. When I come to these annual conventions of our industry and see the calibre men back of our institutions, I wonder why we are so foolish as to allow conditions to exist which are so unsound."

Mr. Heide cited the steel industry and other lines which are no better organized, but they do constructive things because they have confidence in each other and that confidence is not betrayed. He cited further the instance of certain meeting of confectionery jobbers in the East where the various jobbers present discussed cash discounts received from manufacturers, which ran all the way from 2 per cent to 8 per cent; then a jobber spoke up and said, "You fellows must be all asleep. I get 10 per cent."

"The reason why we don't sell to chain stores is because we will not give them that special better-than-anyone-else discount which they demand." And Mr. Heide concluded with an appeal to manufacturers to "shoot straight" in the highest and truest sense of the phrase.

The chairman called on Mr. Karcher of Little Rock, Ark., but Mr. Karcher said he could not add anything—the previous speakers had stolen his thunder.

Mr. W. E. Brock of Chattanooga was called on and he passed the buck to his son, who responded with a very interesting talk on their sales policy.

The meeting was intensely interesting and proved the value of holding these group meetings which, it is hoped, has established a precedent which will be enlarged upon at future national conventions.

Mr. Wynn suggests that—

Bar and penny goods having retail value of \$1.20 have established resale value to the retailer of 90c.

From which the jobbers' discount be 28%, and 5% cash discount in 10 days.

THE LABORATORY

Recently Developed Analytical Methods for Raw Materials

by Noman W. Kempf

SEVERAL very useful and time-saving methods for the analysis of candy raw materials have been developed in the past few years. For the convenience of analysis, some of these methods have been collected from original sources, given the test of actual laboratory trial and are presented here in condensed form.

The Wichmann Modification for Lead Number in Vanilla Extracts

This was first described by H. J. Wichmann in the *Journal of Industrial and Engineering Chemistry* (1921, XIII, P. 414), and has recently been adopted as an Official Method by the Association of Official Agricultural Chemists. The method is a great time saver over the old official method, which it will eventually supersede. The procedure is as follows:

Reagent—Dissolve 80 grams of neutral lead acetate in water that has been recently boiled, dilute to one liter, and filter if the solution is not clear.

Procedure—Place 175cc of boiled water in a round bottom flask of 1 liter capacity. Add by means of pipettes 25cc of the lead solution and 50cc of the sample. Place the flask in a hole in an asbestos board that is large enough to prevent the heating of the upper portion of the flask. (The hole in the board should be of such size that when the flask contains 50cc of the liquid this level will be even with the top of the board.) Connect the flask to a condenser and with a moderate flame distil 200cc into a volumetric flask. (The approximate alcohol content of the extract can be calculated from the specific gravity of the distillate.) Transfer the residual solution to a 100cc volumetric flask by means of carbon dioxide-free water, and a bent glass rod provided with a rubber tip. When cool, dilute to 100cc mark with carbon dioxide-free water, mix and filter through a dry filter.

Pipe 10cc of the dilution into a 250cc beaker and add 25cc of water, 2cc of dilute sulphuric acid (1 to 1) and 100cc of 95% alcohol. Stir

and allow to settle over night. Filter on a Gooch crucible, wash with 95% alcohol, dry, ignite at low redness, cool in dessicator, and weigh. Run a blank at the same time, using 5 drops of glacial acetic acid instead of the sample, and distil only 150cc instead of 200cc. The difference between the two weights of lead sulphate multiplied by 13.6646 gives the lead number "Wichmann" of the extract.

For purposes of comparison with the old lead number, the Wichmann number may be considered to be about 34% higher than the old number. It must be remembered, however, that accurate comparisons between old and new numbers on different extracts cannot be made; therefore, it is best to change over entirely to the new number.

A Test for Differentiating Between American and Japanese Peppermint Oils

In view of the present high price of American peppermint oil and the consequent temptation to adulterate this oil with the cheaper Japanese variety, a test to differentiate between these oils would be of great value. Unfortunately, the only test available which does not involve a long and extended analysis is of more use in detecting the addition of American to Japanese oil. However, with a little practice, and by the use of comparative tests made with oils of known composition, the presence of any considerable amount of added Japanese oil can be detected.

This test was given in the *U. S. Pharmacopoeia* for 1890, and a simpler modification described by Elgar O. Eaton in the *Journal of Official and Agricultural Chemists* (Vol V, No. 4, 1922):

Add 5 drops of the oil to 1cc of glacial acetic acid in a small test tube and then 1 drop of concentrated nitric acid. Heat the mixture in the water bath to about 60° Centigrade, and hold there for several minutes and note the color changes. A violet or bluish color develops in *Mentha Piperita* oil in a few minutes when observed by transmitted light and a copper fluo-

rescence by reflected light. Japanese oils usually show a straw color and sometimes a very faint blue color, but no copper fluorescence.

By making a test of the suspected oil alongside of tests using authentic samples of Japanese and American oils, a comparison can be made which is of great value in deciding whether the oil has been adulterated.

A New Test for the Detection of Added Coconut and Palm Oils in Cocoa Butter

Reagents—(A) Alcoholic Potash—25 grams potassium hydroxide in 200cc ethyl alcohol.

(B) Saturated solution of common salt.

Saponify 5 grams of the suspected butter with 10cc of the alcoholic potash solution. Evaporate the alcohol on the water bath. Add 5cc of water and evaporate again to remove the last trace of alcohol. Dissolve the resulting soap in 100cc of water, cool to room temperature, and add while stirring 100cc of the saturated salt solution. Allow to stand 15 minutes and during this period stir several times. Remove the separated soap by filtration, using a Buchner funnel. To 100cc of the filtrate add while stirring 100cc of the saturated salt solution and allow to stand 15 minutes. Only a slight precipitate should appear. Filter and slightly acidify with hydrochloric acid. Run a blank at the same time, using pure cocoa butter. If the sample consists of pure cocoa butter or the fat from milk chocolate, the solution will remain clear when acidified. If coconut or palm oil is present, the solution will become turbid or milky.

A slight turbidity is produced by the fat from genuine milk chocolate. However, with a little experience the analyst will be able to recognize the legitimate turbidity produced by this fat and will be able to differentiate between this and adulterated fat.

A Method for the Determination of Fat in Dry Milk Products

This method, which has been adopted as a tentative method by the Association of Official Agricultural Chemists, has given very satisfactory results in the author's laboratory. It was described by J. T. Keister in the *Journal of the Association* (Vol. VI, No. 4, 1923, p. 435). The method can be used for malted milk, whole milk powder and cream powder, using a smaller sample for cream powder.

Preparation of Sample—Weigh out 15 grams of the well-mixed sample in a 250cc beaker. Add warm water until the beaker contents weigh 100 grams, and mix well with a glass rod to assist in getting all lumps in solution. Cool to room temperature, mix thoroughly again, and weigh accurately in a small beaker 10 grams of the solution and transfer to a Rohrig tube or similar apparatus with the aid of 10cc of 95% alcohol.

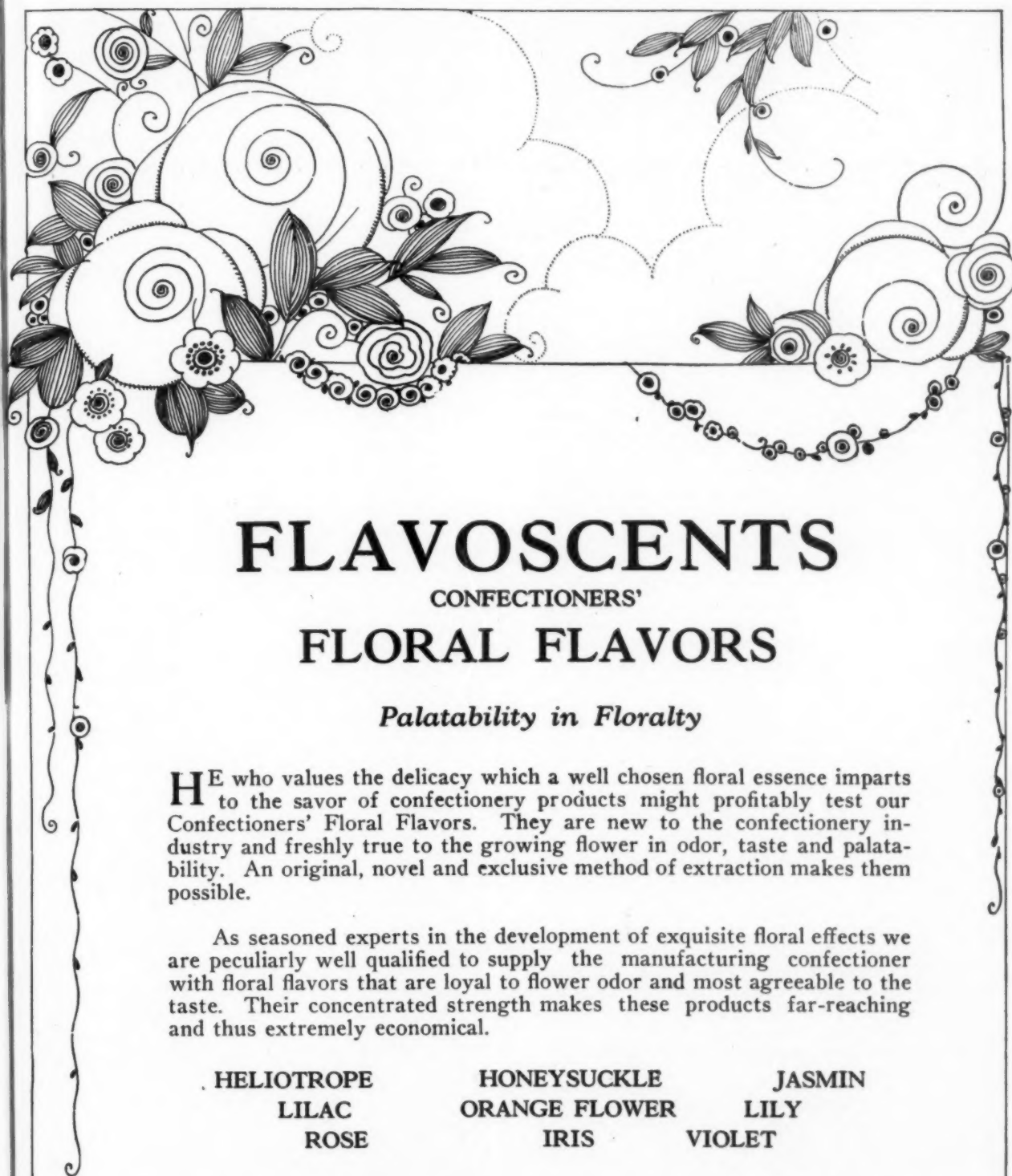
Determination—Without adding ammonia, add 25cc of ether, shake vigorously for 30 seconds, add 25cc of petroleum ether (distilled below 60°), and shake again for 30 seconds. Let stand for 20 minutes or until the upper liquid is practically clear. Draw off as much as possible of the ether-fat solution into a weighed flask through a small quick-acting filter. Make another extra extraction with 25cc of each ether, then one with 15cc of each, shaking vigorously 30 seconds after each addition of ether, and allowing to settle till clear each time. The formation of an emulsion can be broken up by the addition of a few drops of alcohol. After the third extraction wash off the tip of the spigot, the funnel and the filter with a few cc of the mixed ethers, all into the same flask. Evaporate the ethers slowly on a steam bath, dry to constant weight in a boiling water oven. Weigh and dissolve the fat with straight petroleum ether, dry again in the boiling water oven and weigh again. The difference in weight may be used in calculating the total fat present in the milk product.

Boiling Points of Sugar Syrups of Different Concentrations

% Sugar	Deg. Fahr.	% Sugar	Deg. Fahr.
10	212.2	80	230.5
20	212.5	85	238.5
30	213	90	253
40	214	91	256
50	215.5	92	262.3
60	217.6	93	269
65	219	94	275
70	221.6	95	284
75	225		

The table will be found useful in determining the concentration of a sugar syrup while cooking it. For example, if you desire a 65% syrup, cook to 219 degrees, and on cooling the syrup will contain exactly 65% sugar.





FLAVOSCENTS

CONFECTIONERS'

FLORAL FLAVORS

Palatability in Floralty

HE who values the delicacy which a well chosen floral essence imparts to the savor of confectionery products might profitably test our Confectioners' Floral Flavors. They are new to the confectionery industry and freshly true to the growing flower in odor, taste and palatability. An original, novel and exclusive method of extraction makes them possible.

As seasoned experts in the development of exquisite floral effects we are peculiarly well qualified to supply the manufacturing confectioner with floral flavors that are loyal to flower odor and most agreeable to the taste. Their concentrated strength makes these products far-reaching and thus extremely economical.

HELIOTROPE	HONEYSUCKLE	JASMIN
LILAC	ORANGE FLOWER	LILY
ROSE	IRIS	VIOLET

UNGERER & CO., *124 West 19th Street
NEW YORK CITY*

"The Candy That Melts in Your Mouth"

Suggestions for Safeguarding Its Purity and its Irresistible Appeal to the American Sweet Tooth.

By George C. Pickhardt

FOR the purpose of inspiring to greater achievements, the sublime in the manufacture of CANDY "THAT MELTS IN YOUR MOUTH," and which is one of our greatest American assets, namely, June candies, June brides, and repeated each month the year round, the following will help some.

You probably make the sweetest, the most delicious, the best quality, the best tasting, the adorable—the CANDY "THAT MELTS IN YOUR MOUTH," in the most beautiful packages, works of art, words most alluring, the very perfection of that which appeals—art, beauty, taste, all appealing, all satisfying, ultimate perfection in which words fail their purpose.

The most exacting people on earth are the "American Candy Eaters." Who are they? They are the millionaires who have confections made to order, down to the street gammins who beg for pennies to invest in candy.

Have you watched the typical ten-year-old selecting his choice out of the penny goods case? With what meticulous care he selects! How much more so does the connoisseur observe the same traits, to have only the choicest and of the best make.

Have you seen that box of confections at \$25.00, or maybe one at \$100.00? Have you seen the maiden recipient? Have you observed that meaning smile passed to the giver from the maiden who has been charmed with the sweetest of your product?

Is it not an inspiration to produce the sublime in food products? If so, then we have something in common. You have the inspiration—work it out. How? Maybe more beautiful packages, better quality of material, more alluring designs, flavors of enrapturement, all to lend charm to your prospective buyer—the American Public—who want the "CANDY THAT MELTS IN YOUR MOUTH," and to all of this we have an answer which is of value:

Keep your plant sanitary, keep your machinery fit and clean, avoid open windows on windy and dusty days. Install the best air-cooling and air-purifying devices as a safeguard to purity of product and also the health of your workers. All utensils in the operation, handling, conveying of material, etc., should be cleaned when not in use. The wearing of sanitary apparel by all employed

in the manufacturing plant, practically a total change of clothing from the home suit to the factory suit.

Let cleanliness be your motto, from the time you enter in the morning, through every activity of the day till you close the plant at night, and let this policy be known and felt by your whole organization from porter to president of your company, in order that you may live your motto—namely, "the most sanitary factory in the world." That at least should be the ambition of every manufacturer of candy, irrespective of quality or kind manufactured.

Beware the Insect Thief.

If a box of confection, upon being opened, has evidence of insect life, your trade mark and good name suffer. This is our suggestion: The practice of fumigating against moth, larvae egg and cocoon is of such simplicity that every manufacturer of candy should be in a position to do his own fumigating, and this can be done easily without danger to the operator or the outsider. We offer our services at cost of time plus incurred expenses and material required. No two fumigations are alike, excepting where repeated fumigation takes place in the same factory or warehouse. No two factories are alike, namely, cubic content, construction of buildings, old or new buildings, wood, brick or concrete, method of heating, lighting, material in plant, storage or in process of manufacture, hence we have no "flat price" for service.

We teach you how, which you will find quite an asset to your business. We have been giving fumigating services for over thirty years. We are requested by manufacturers to avoid mentioning fumigation in their plants. We respect their wishes, and adhere to them rigidly; also other phases of information have the same regard of observance. **AND FOR THAT REASON THE FOLLOWING:**

We guarantee results, we educate our customer in perfect fumigation, that is the last word in fumigation, the simplest method known. We offer no excuses nor do we make any. Our work is guaranteed. The pot method producing gas on premises is obsolete. Cylinder and piping are dangerous. Write us for estimate based upon conditions in your plant.

THE INTERNATIONAL FUMIGATORS

EXECUTIVE OFFICES

45 North Division St.

Buffalo, New York

